
Army Special Operations Forces Logistics

February 2009

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Army Special Operations Forces Logistics

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Preface

Field Manual (FM) 3-05.140 provides the United States (U.S.) Army special operations forces (ARSOF) commander and his staff information on the structure and functions involved in logistics activities as well as tactical responsibilities of the Special Forces group (SFG), group support battalion (GSB), and the Special Forces (SF) battalion support companies (BSCs) organic to the SFG. This manual also provides detailed planning guidance and logistical coordination links for Ranger Support Companies (RSCs) organic to each Ranger regiment battalion and Ranger regiment, the Ranger Support Operations Detachment (RSOD), and the Sustainment Brigade (Special Operations) (Airborne) (SB[SO][A]).

PURPOSE

This FM provides doctrinal guidance on the organization and capabilities of support units for special operations forces (SOF). It outlines the necessary requirements for conducting, planning, preparing, executing, and assessing ARSOF logistics. FM 3-05.140 serves as an authoritative reference for personnel developing doctrine; fundamental principles; tactics, techniques, and procedures (TTP); materiel and force structure; institution and unit training; and standing operating procedures (SOPs) for the GSB, BSC, RSC, RSOD, and the SB(SO)(A) logistical operations.

SCOPE

The manual reflects and supports the Army logistics doctrine as stated in FM 4-0, *Combat Service Support*, yet provides unique techniques, specific to the audience of this manual, that are not covered in FM 4-0. This publication is not intended as a stand-alone reference; rather, it is intended to be used in conjunction with existing doctrine. Examples and graphics are provided to illustrate principles and doctrine—not to serve as prescriptive responses to tactical situations. The appropriate leaders on the ground make the final decision for the best way to support their forces and defend their logistics units.

APPLICABILITY

FM 3-05.140 provides the ARSOF, joint, and land component force commanders and staff a broad understanding of ARSOF logistics. This manual also provides guidance for ARSOF commanders who determine the force structure, budget, training, materiel, and operations and logistics requirements necessary to prepare ARSOF to conduct their missions. This Service doctrine is consistent with joint doctrine.

This publication applies to the Active Army, Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated. This manual does not implement any International Standardization Agreements.

ADMINISTRATIVE INFORMATION

This manual is unclassified to ensure ARSOF-wide dissemination and to facilitate the integration of ARSOF logistics in the planning, execution, and coordination of major operations. Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men. The proponent of this manual is the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Submit comments and recommended changes to Commander, USAJFKSWCS, ATTN: AOJK-DTD-JA, Fort Bragg, NC 28310-9610, or by e-mail to JAComments@soc.mil.

Chapter 1

Introduction to Army Special Operations Forces Logistics

ARSOF are not logically self-sufficient. ARSOF units rely upon regional or geographic combatant command theater infrastructure for virtually all of their support above their organic capabilities. The planning and execution of logistics support to ARSOF must be nested within the geographic combatant commander's (GCC's) concepts of operation and support, as well as tailored to interface with the theater logistics structures. To be effective, theater, Army general purpose forces (GPF), and ARSOF logistics planners must understand the redesign of ARSOF logistics units and the Army modular logistics force. They must also understand the ARSOF logistics organizations' operational concepts, the basic principles of sustainment, sustainment warfighting functions, and the ARSOF expeditionary logistics imperatives.

REDESIGN OF ARSOF LOGISTICS UNITS

1-1. The Army transformation process produced significant changes to the entire theater logistics structure that ARSOF relied on for sustainment. These changes impacted virtually every process from theater opening to the tactical distribution of supplies. The United States Army Special Operations Command (USASOC) reviewed the ARSOF logistical structures and requirements in concert with the Army's modular expeditionary formations. This review required that USASOC reorganize to enable expeditionary ARSOF operations with a logistical force structure designed to interface with the modular Army logistics structures.

1-2. Like Army GPF logistics formations prior to transformation, ARSOF logistics doctrine and structure was not designed for modular expeditionary deployments across the full range of military operations. In concert with Army GPF logistics transformation, USASOC transformed their logistics formations to create modular logistics structures capable of providing tactical logistics support to an Army special operations task force (SOTF) or an ARSOF-led joint special operations task force (JSOTF)/combined joint special operations task force (CJSOTF) while receiving Army-common, operational-level logistics from Army GPF theater logistics infrastructures.

1-3. USASOC's logistics transformation was conducted with very little personnel growth; therefore, ARSOF logistics formations are lean and are unable to provide all logistics and sustainment required to support ARSOF missions. In the transformation process, USASOC sought to eliminate ARSOF logistics force structures that duplicated capabilities found in Army GPF theater logistics structures. ARSOF intended for their transformed logistics structures to perform the following tasks:

- Enable expeditionary ARSOF missions.
- Deploy early and rapidly.
- Collocate and habitually train with the supported unit.
- Fill immediate and critical logistical requirements with organic formations.
- Provide the capability to plug into theater logistics structures, therefore achieving required logistics staying power.
- Tie the USASOC units to the operational theater support structure.

1-4. USASOC's logistics transformation resulted in the deactivation of the 528th Special Operations Support Battalion; the creation of five SF group support battalions (GSBs) and associated group service support companies (GSSCs); the creation of a Ranger Support Operations Detachment (RSOD) and Ranger (battalion) Support Companies; and the reflagging of the Special Operations Support Command (Airborne) to a Sustainment Brigade (Special Operations) (Airborne) (SB(SO)[A]) headquarters (HQ).

1-5. Only those USASOC units designed to command and control (C2) tactical special operations, SFGs, and the Ranger regiment were resourced with organic logistic and sustainment support capabilities. The 160th Special Operations Aviation Regiment (Airborne) (SOAR[A]), 95th Civil Affairs (CA) Brigade (Airborne), and Psychological Operations (PSYOP) brigade (Airborne) possess unit organizational logistics personnel because they are designed to deploy and operate while task-organized under an ARSOF-led CJSOTF, with an SFG, or with the Ranger regiment from which they would receive direct support and sustainment. USASOC also created an SB(SO)(A) HQ with a global, operational-level focus. Its mission is to set the operational-level logistics conditions to enable expeditionary ARSOF missions within Army GPF theater logistics infrastructures.

1-6. Army common-user logistics (CUL) is the responsibility of the theater Army Service component commands (ASCCs) under Title 10. Therefore, USASOC relies upon ASCC logistics structures to provide Service CUL to all Army forces (ARFOR) in the area of operations (AO) regardless of command structure. ARSOF units lack the robust logistics structure normally associated with Army GPF. ARSOF routinely arrive into the AO early, execute forced-entry operations, and operate independently in small teams. Because of these factors, ASCC logistics support to ARSOF must be tailored to meet ARSOF logistics requirements based upon mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). For example, an SFG-led CJSOTF with its organic GSB cannot simply plug into the distribution network of a single sustainment brigade and execute tactical distribution to each of the SF battalions, companies, and Special Forces operational detachments A (SFODAs) in its task organization. Most likely, a comprehensive concept of support, including multiple Army sustainment brigades and combat sustainment support battalions (CSSBs), spread across the joint operations area (JOA), will be required with some CSSBs delivering down to the SFODA level. In addition to Service CUL, ARSOF have requirements for SOF-peculiar equipment that requires supply, sustainment, and maintenance mechanisms outside of the Army-common support structure. SOF-peculiar sustainment requirements are the responsibility of USASOC and United States Special Operations Command (USSOCOM).

1-7. Operational-level logistics planning for ARSOF is critical not only to the success of ARSOF missions, but to the ability of regional ASCCs to be responsive to ARSOF sustainment requirements. ARSOF units operate under the C2 of theater special operations commands (TSOCs); therefore, operational-level logistics planning begins with the TSOC's joint concept of operations (CONOPS). The SB(SO)(A) Army special operations forces liaison elements (ALEs) develop the corresponding operational-level ARSOF concept of support and coordinate logistics requirements with theater ASCCs for resourcing SOF-peculiar requirements. These requirements are passed back through the SB(SO)(A) HQ to USASOC for resourcing. Refinement of the ARSOF concept of support for an operation is coordinated by the SB(SO)(A) HQ at Fort Bragg, North Carolina, and includes the USASOC staff, the United States Army Special Forces Command (Airborne) (USASFC[A]) staff, and executing units.

1-8. USASOC's logistics transformation produced expeditionary logistics capabilities and a logistical force structure designed to plug into and leverage modular Army logistics structures. ARSOF logistics units enable ARSOF missions by ensuring that operational-level logistics conditions are set, through detailed planning, before deployment. USASOC's SB(SO)(A) was created with a focus on operational-level logistics planning and synchronization (versus the tactical distribution focus of Army sustainment brigades).

ARMY MODULAR FORCE

1-9. Numerous operations conducted over the past two decades have demonstrated that the Army of Excellence organizations were not as flexible and responsive as joint force commanders (JFCs) required. They met JFC needs, but at high costs in organizational turbulence, inefficiency, and slower response times than desired. With increasing frequency, the Army had to disassemble division and corps structures, and

task-organize their structure to support mission execution. These challenges, combined with a changing strategic and operational environment, spurred the Army to undertake the most comprehensive redesign of its field forces since World War II.

1-10. The modular force transformation was a major step forward in achieving required operational capabilities to meet the challenges of the 21st century. The design incorporates the five transformation imperatives for a modular force capability in a joint operating environment and achieves joint interdependence in sustainment. The five imperatives are—

- A modular “brigade-based” Army that is more responsive to GCC needs, that better employs joint capabilities, that facilitates force packaging and rapid deployment, and that fights as self-contained units in nonlinear and noncontiguous environments.
- An Army sustainment structure that is responsive to the needs of a joint and expeditionary campaign quality Army.
- Elimination of redundancy and streamlining support by reducing unnecessary layers.
- A sustainment capability that leverages emerging technologies, links support to supported organizations, and links the Army to joint organizations—from the continental United States (CONUS) to any AO and within the area of responsibility (AOR).
- No USAR within the first 30 days.

Figure 1-1 depicts how the Army has transformed to provide the GCC with ready and relevant warfighting capabilities that are modular, mission-tailored, and scalable.

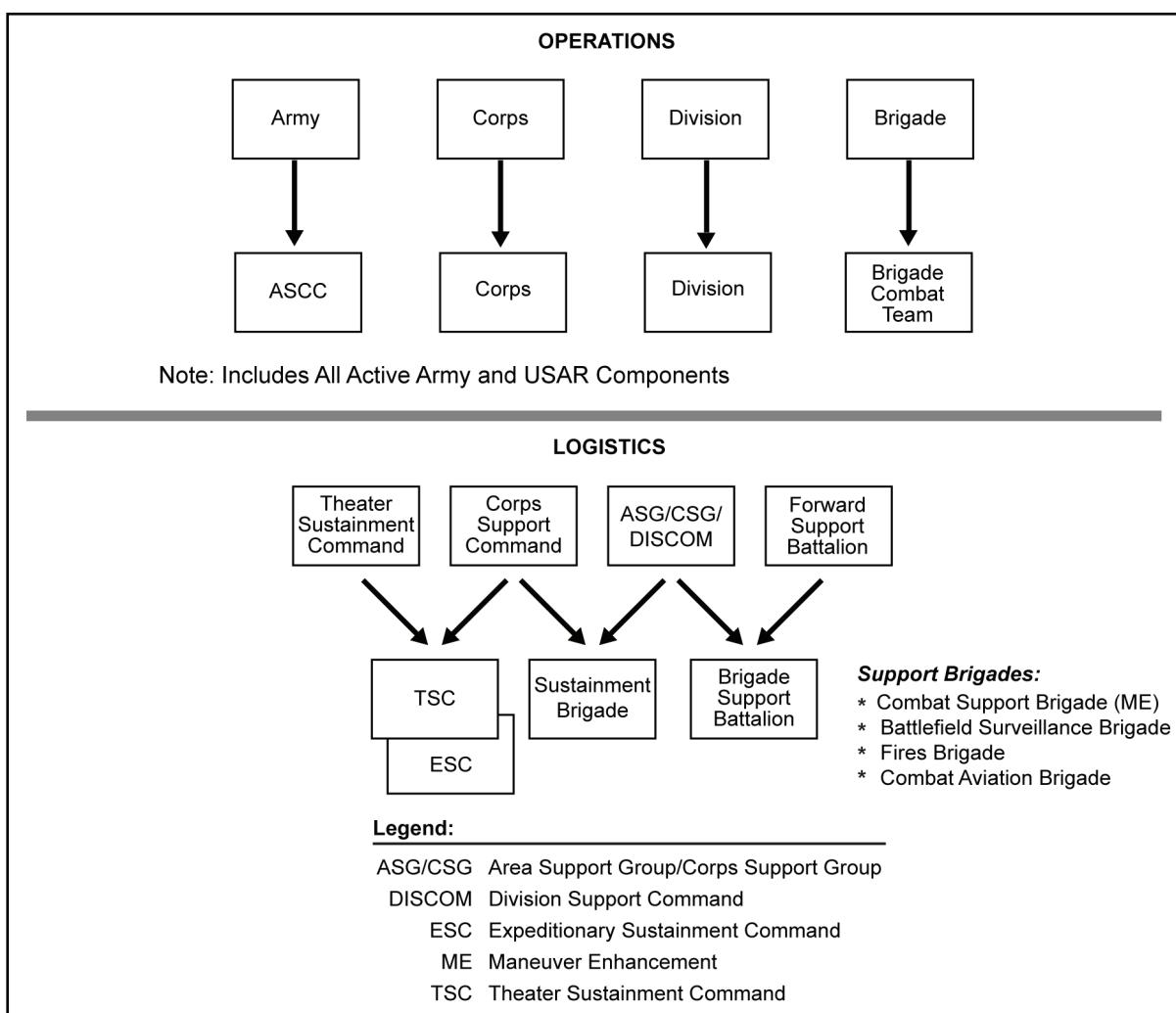


Figure 1-1. Modular force sustainment

1-11. The new modular organizations provide a mix of land combat power capabilities that can be organized for any combination of offensive, defensive, stability, or support operations as part of a joint campaign. This concept describes the pursuant sustainment structure and operational concept of modular force sustainment at the operational and tactical levels.

1-12. Modularity entails streamlining traditional systems for C2, theater opening, and sustainment by combining similar and related functions. Modularity also allows for elimination of layers of command and creates interdependencies among the Services to achieve greater efficiencies. Sustainment forces must be prepared to conduct a broad spectrum of simultaneous operations to support deployment, employment, redeployment, and refitting of units in a regular cycle. The old logistical structure did not support this notion.

CURRENT ARSOF LOGISTICS STRUCTURES

1-13. USASOC transformed its ARSOF logistics organizations and activities in concert with the U.S. Army's concept of modularity and force projection. The new structures enable ARSOF to operate for extended periods of time by allowing them to integrate organic logistics formations into the theater support structures provided by the regional ASCCs.

SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)

1-14. Prior to USASOC's logistics transformation, USASOC's Special Operations Support Command (Airborne) (SOSCOM[A]) planned and executed virtually all logistics operations in support of ARSOF. Figure 1-2 shows the pretransformation structure of the SB(SO)(A). Figure 1-3, page 1-5, shows the post-transformation structure of the SB(SO)(A).

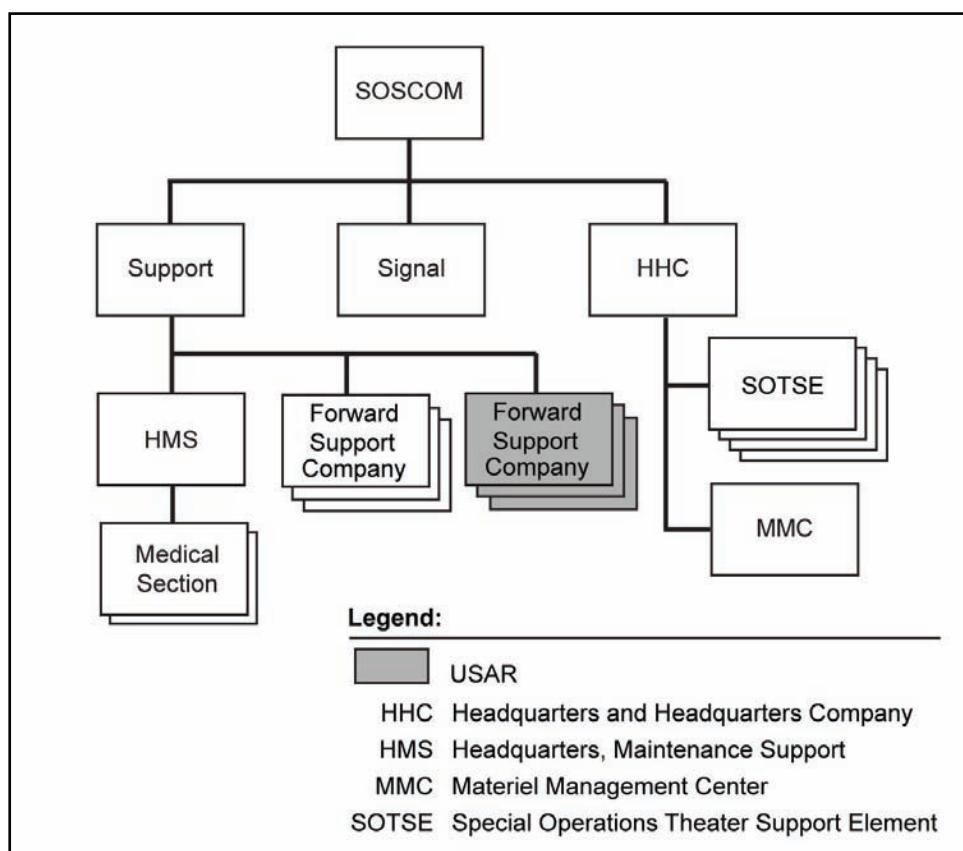


Figure 1-2. Pretransformation structure of the SB(SO)(A)

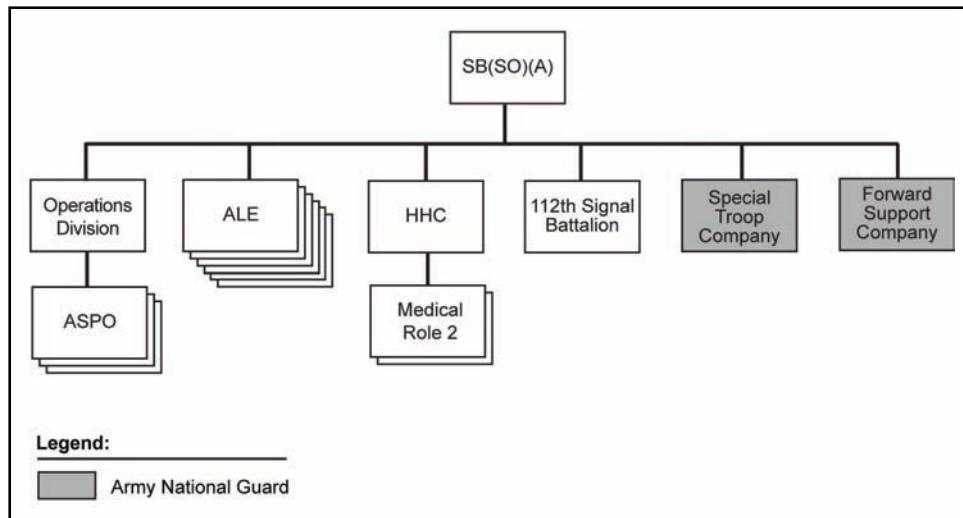


Figure 1-3. Posttransformation structure of the SB(SO)(A)

1-15. The SB(SO)(A) is a modified table of organization and equipment (MTOE)-deployable logistics HQ assigned to USASOC. The mission of the SB(SO)(A) is to set the operational-level logistics conditions needed to enable ARSOF missions. Using forward-stationed ALEs and modular and deployable Army special operations forces support operations (ASPO) cells, the SB(SO)(A) ensures logistical requirements generated from operational plans developed at the TSOC are integrated and synchronized with the ASCC support plan.

GROUP SUPPORT BATTALION/BATTALION SUPPORT COMPANY

1-16. Prior to USASOC's logistics transformation, each SFG had a group support company (GSC) and a service detachment within every SF battalion. Posttransformation resulted in every SFG possessing an organic GSB with a subordinate GSC and a newly formed GSSC. Service detachments remained within each SF battalion. Figure 1-4 shows the pre- and posttransformation structure of the SFG.

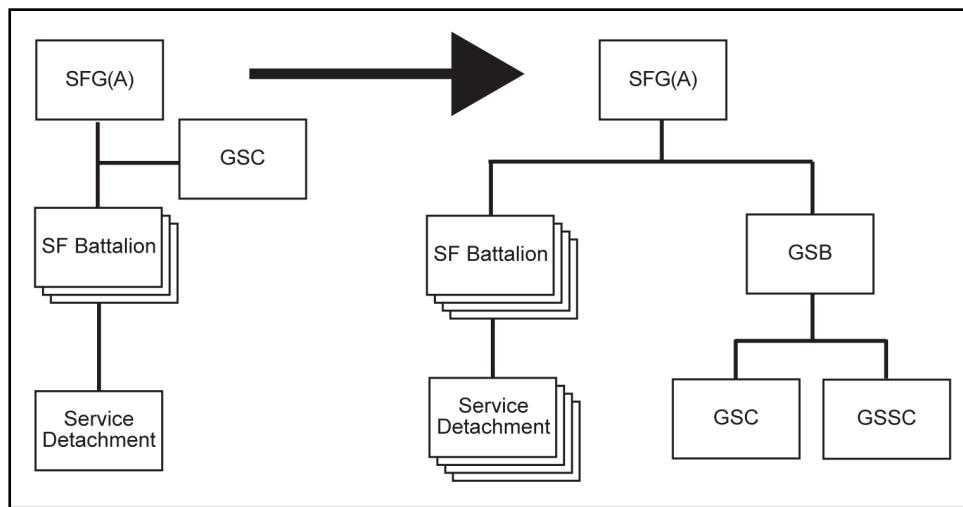


Figure 1-4. Pre- and posttransformation structure of the Special Forces group

1-17. The GSB is a multifunctional, direct-support logistical organization organic to the SFG with force structure and capabilities tailored to support the SFG. The GSB is a cornerstone of tactical ARSOF logistics formations. The SF GSB plans, coordinates, and executes logistical sustainment operations for the

SFGs and, when directed, supports forces task-organized with the SFG or an ARSOF-led JSOTF. The GSB consists of a GSSC and a GSC.

RANGER SPECIAL TROOPS BATTALION, RANGER SUPPORT OPERATIONS DETACHMENT, AND RANGER SUPPORT COMPANY

1-18. The 75th Ranger Regiment's mission is to plan and conduct special operations against strategic and operational targets in pursuit of national or theater objectives. The 75th Ranger Regiment consists of a regimental HQ with an RSOD, a Ranger Special Troops Battalion (RSTB), and three Ranger battalions with organic RSCs. The RSTB provides staff planning and supervision for all logistics within the regiment. The RSOD coordinates with logistics and force health protection personnel in the areas of supply, maintenance, and movement management for the support of all units assigned or attached. The RSCs are multifunctional logistics companies that are organic to each Ranger battalion within the Ranger regiment and provide organizational and limited direct-support logistics. Figure 1-5 shows the pre- and posttransformation structure of the Ranger regiment.

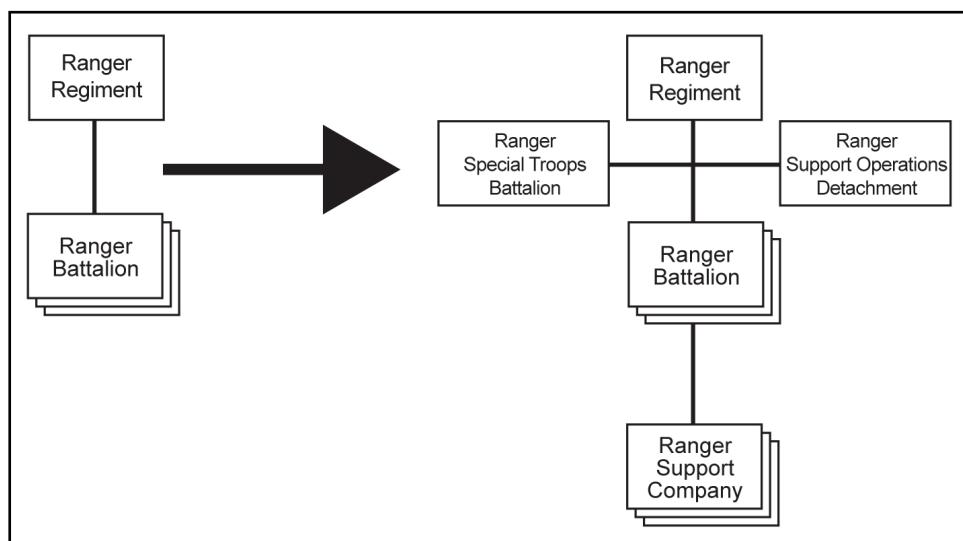


Figure 1-5. Pre- and posttransformation structure of the Ranger regiment

SPECIAL OPERATIONS AVIATION REGIMENT

1-19. The SOAR mission is to equip, train, validate, conduct, and support special air operations by clandestinely penetrating hostile and denied airspace. The SOAR deploys forces worldwide in support of contingency missions, the joint task force (JTF) commander, and the warfighting GCC. SOAR battalions have organic centralized aviation unit maintenance and aviation intermediate maintenance capability for all assigned aircraft, armament, and avionics. However, they have very limited organic sustainment support capability and are dependent upon other ARSOF sustainment elements, the theater sustainment command (TSC), and the joint special operations air component (JSOAC).

4TH PSYCHOLOGICAL OPERATIONS GROUP

1-20. The PSYOP mission is to influence the behavior of foreign target audiences to support U.S. national objectives. PSYOP forces have only limited unit-level sustainment capability and must establish logistics support relationships early on (prior to deployment), especially when assigned to a JSOTF with ARSOF logistics elements (GSB/RSC).

96TH CIVIL AFFAIRS BATTALION

1-21. The mission of CA forces is to engage and influence the civil populace by planning, executing, and transitioning CA operations in Army, joint, interagency, and multinational operations. CA forces support commanders in engaging the civil component of their operational environment to enhance civil-military operations or other stated U.S. objectives before, during, or after other military operations. ARSOF CA, like PSYOP and the SOAR, have only limited unit-level sustainment capability and must establish logistics support relationships early on (prior to deployment), especially when assigned to a JSOTF with ARSOF logistics elements (GSB/RSC).

HEADQUARTERS AND SUPPORTING STAFF ELEMENTS RESPONSIBLE FOR SUSTAINMENT

1-22. USSOCOM is a four-star combatant command that leads, plans, synchronizes, and, as directed, executes global operations against terrorist networks. USSOCOM has Title 10 authority and responsibilities to train, organize, equip, and deploy combat-ready SOF to the combatant commands. USSOCOM has unique responsibilities in that it is not dependent upon the Services for its budget. Through a specific Major Force Program (MFP-11), USSOCOM is able to develop and acquire special operations (SO)-peculiar equipment, material, supplies, and services. USASOC is the ARSOF component of USSOCOM and maintains command relationships with both Headquarters, Department of the Army (HQDA), and USSOCOM. The majority of ARSOF's equipment and materiel is Army-common, making ARSOF dependent upon Army (P-2) funds for the equipping and sustainment of ARSOF. Command guidance directs that USASOC leverage their Service component before going to USSOCOM for force structure, materiel solution, and sustainment.

1-23. The USSOCOM staff is a robust staff with Title 10 responsibility to support ARSOF resourcing needs. One key staff element in support of ARSOF logistics is the special operations acquisition and logistics (SOAL) center - J-4. This staff section plans, coordinates, synchronizes, and integrates operational and strategic logistics and acquisition sustainment strategy in coordination with combatant commands, Services, components, and other agencies. The SOAL center is capable of providing rapid and focused acquisition and logistics support to the SOF warfighter. The special operations forces support activity (SOFSA) is capable of providing dedicated contractor logistics support capability, SOF aviation support and services, life-cycle sustainment management, and specified unit support for SO-peculiar equipment.

1-24. USASOC, as an ASCC, is subject to logistics policies and programs from the office of the Army Deputy Chief of Staff (DCS) G-4 and other staff elements within HQDA. The Army G-4 is able to maintain domain-wide visibility over requirements, resources, and priorities, and acts with unity of effort in the planning and execution of logistics across the JOA. It also maintains operational awareness through daily updates in the Army operations center (AOC), through the HQDA G-3 Special Operations Division, and through Army database systems, such as the equipment common operational picture (ECOP) database.

1-25. The USASOC DCS G-4 mission is to plan, develop, manage, and execute the logistics policies, programs, and resources to sustain ARSOF in a joint environment in support of USSOCOM and GCCs. Some key functions are to ensure logistics support to ARSOF mobilizing, deploying, and redeploying from exercises, operations, and contingencies. The G-4 plans and coordinates for theater support and ammunition and transportation requirements, and monitors current operations to track sustainment of forces. It also performs contingency, crisis, mobilization, exercise, and reconstitution planning in coordination with USSOCOM, GCCs, supporting subcombatant commands (theater ASCCs), the Army staff, and TSOCs. The G-4 coordinates and, in some cases, manages sustainment programs required to support Army-common and SO-peculiar equipment assigned to ARSOF. The G-4 functions as the USASOC integrator for logistics Enterprise Information Systems and the standard Army multi-command management information system (STAMMIS). Another function performed is property management and a sensitive activities division oversees supply and maintenance requirements for special purpose commodities.

1-26. The USASOC Surgeon's Office plays a vital role in ARSOF health systems support. Even though it has limited organic capability and is dependent upon theater support, its focus is ensuring the right organic and theater medical support and services are being provided in a timely manner.

1-27. The USASOC contracting office plays a vital role in both the employment and sustainment of ARSOF. It plays a critical and integral role in obtaining supplies, services, and construction assistance in support of operations.

1-28. The USASFC Assistant Chief of Staff (ACofS), G-4, is the principal staff element for USASFC sustainment matters. This element is responsible for addressing matters concerning the sustainment and sustainment readiness for the USASFC. It performs tactical support planning and coordination, develops staff logistical estimates, and prepares the logistics and sustainment portion of USASFC's plans and orders. It serves as the focal point for logistics support to ARSOF mobilizing, deploying, and redeploying.

1-29. The Army's theater-level ASCC HQ consolidates supporting functions currently executed by Army corps and SOF into a single operational command echelon directly supporting the GCC. The ASCC's TSC executes operational logistics for support to the entire region, as well as Army, SOF, joint, and multinational forces deployed to a JOA. The theater ASCC reports directly to HQDA serving as the Army's single point of contact (POC) for a combatant command or a functional component command. The ASCC performs Service-unique functions and tasks in support of the GCC. In major combat operations, the ASCC commander may become the joint force land component commander and exercise operational control (OPCON) over tactical forces. The ASCC can also provide the HQ for a JTF in smaller-scale contingencies.

1-30. The mission of the TSC is to plan, prepare, rapidly deploy, and execute operational logistics within an assigned AO or JOA for the theater-level numbered Army ASCC or JFC. The TSC provides single logistics C2 in-theater, simultaneously providing full-range support operations during deployment, employment, sustainment, and redeployment. The Expeditionary Sustainment Command (ESC) provides forward-based C2 for logistics forces under the OPCON of the TSC. The Army sustainment brigades are also subordinate commands of the TSC that plan, coordinate, synchronize, monitor, and control logistics operations. This single element provides C2 of the full range of logistics operations conducted at the operational theater ASCC or tactical (corps/division/SOTF) level. CSSBs are the building blocks of the Army and the ARSOF SB(SO)(A). They are modular and tailored to provide a full spectrum of logistics support and sustainment. Their designs are standardized and will usually consist of five to eight companies, which can be task-organized to support TSC opening, distribution, area sustainment, or life-support functions, to include SOF sustainment needs.

1-31. ARSOF missions must remain the prime consideration in the functions of ARSOF and theater logistics units. Logistic resources and priorities must be tailored to the changing ARSOF environment and to support full-spectrum operations. Logistics units must be flexible and responsive enough to operate from any support-base arrangement. They must be able to operate and survive in hostile environments and accomplish their missions.

PRINCIPLES OF SUSTAINMENT

1-32. The principles of sustainment are critical to guiding the success of generating combat power, strategic and operational reach, and endurance. These principles are anticipation, responsiveness, simplicity, economy, survivability, continuity, improvisation, and integration. Sustaining SO missions throughout any operation or event is important to success. Tailored SOF packages maximize the capability of initial-entry forces consistent with the mission and the requirement to project, employ, and sustain the force. ARSOF sustainment planners must work hand in hand with SOF operational planners to synchronize sustainment to enable operational reach. Endurance is the ability to employ combat power anywhere for protracted periods. Endurance stems from the ability to generate, protect, and sustain a force, regardless of how far away it is deployed, how austere the environment, or how long land power is required. Providing sustainment to support operations consistent with the commanders' intent and requirements is critical to ARSOF projection and success.

ANTICIPATION

1-33. Anticipation is being able to foresee future operations and events, and identify and maintain the right support to sustain the force, whether they are contingency operations or theater security cooperation plan

(TSCP) events. Sustainment planners must anticipate future events and sustainment requirements, and understand the commander's intent to best ensure uninterrupted support to the force. Accurate forecasts of operations are needed to develop a force that is strategically responsive, deployable, and fully capable of performing missions it is likely to receive. Anticipation enhances endurance. Anticipation involves making the most effective, efficient use of available resources. No planner can fully predict events of the future. Anticipating sustainment requirements means staying abreast of current operation plans (OPLANS), continuously assessing requirements, and tailoring ARSOF and Army GPF sustainment to meet an ever-changing environment.

RESPONSIVENESS

1-34. Responsiveness is the ability to meet changing requirements on short notice. It is providing the right support in the right place at the right time. It includes the ability to see operational requirements. Employing appropriate information systems enables commanders to make rapid decisions. Responsiveness involves identifying, accumulating, and maintaining the minimum assets, capabilities, and information necessary to meet rapidly changing requirements. A responsive sustainment system is crucial to maintaining endurance; it provides the ARSOF commander with flexibility and freedom of action. Through responsive sustainment, commanders maintain operational focus and pressure, set the tempo of friendly operations to prevent exhaustion, replace ineffective units, and extend operational reach. Responsiveness rests on anticipation.

SIMPLICITY

1-35. Simplicity is defined as a minimum of complexity in logistics operations. Complexity introduces confusion into an already chaotic environment. Simplicity fosters efficiency in planning and execution, and allows for more effective control over logistics operations. Clarity of tasks, standardized and interoperable procedures, and clearly defined command relationships contribute to simplicity. Simplicity enables economy and efficiency of sustainment resources, ensuring effective sustainment operations. Because of the size and nature of most SOF missions, simplicity is one of the key principles to sustainment mission success.

ECONOMY

1-36. Economy means providing effective sustainment using the fewest resources within acceptable levels of risk. Resources are always limited. The commander achieves economy by prioritizing and allocating resources. Economy reflects the reality of resource shortfalls, while recognizing the inevitable friction and uncertainty of military operations. The modular force was designed to achieve economies of scale. Joint interdependence is one method used to achieve this goal. Reliance on host-nation support (HNS) and operational contracting are other methods used that contribute to economy. Effective use of information technology allows commanders to anticipate requirements, track resources, and make decisions enabling economy of resources.

SURVIVABILITY

1-37. Survivability is the ability to protect sustainment functions from destruction or degradation. Survivability is a function of protection. It consists of those actions to prevent or mitigate hostile actions against personnel, resources, facilities, and critical information. Integrating protection with operational plans is critical to sustainment survivability. Economy contributes to survivability by minimizing the sustainment resources that require protection. Dispersion and decentralization of sustainment operations may also enhance survivability. The ARSOF commander may have to balance risk with survivability in considering redundant capabilities and alternative support plans. Survivability of sustainment ensures operational reach and endurance.

CONTINUITY

1-38. Continuity is the ability to maintain uninterrupted support during all phases of campaigns and operations. Continuity is essential to strategic and operational reach and endurance. Generating forces must

maintain a strong link to operating forces to ensure continuity in the flow of sustainment. ARSOF theater sustainment planners must work hand in hand with operation planners to understand and synchronize requirements over the entire course of the operation. A disruption in the flow of sustainment could result in a loss of reach, thus causing a pause or early culmination of an operation and thereby loss of the initiative.

IMPROVISATION

1-39. Improvisation is the ability to adapt sustainment to changing situations and missions. It includes creating, inventing, arranging, or fabricating what is needed from what is on hand. Today's high-tech operational environment involves an enemy that quickly evolves and adapts to changing scenarios and environments. More than ever, this type of environment requires sustainment commanders, their staffs, and Soldiers to quickly adjust and use any means possible to maintain a continuous operation. Sustainment commanders must visualize complex operations and understand what is possible at the tactical level. These skills enable commanders to improvise operational and tactical sustainment actions when enemy actions attempt to disrupt sustainment operations.

INTEGRATION

1-40. Integration is the most critical principle. It is the deliberate coordination and synchronization of sustainment within any operation and at each level of war. ARSOF and SOF integrate their sustainment operations with other components of the joint force to benefit from each Service component's competencies and resources. Integration requires a thorough understanding of the commander's intent and synchronization of sustainment with the CONOPS. Integration of sustainment with joint forces (joint interdependence) allows efficiencies through economies of scale. It ensures the highest priorities of the joint force are met first and avoids redundancy. It also eliminates wasteful competition for scarce strategic-lift and in-theater resources.

SUSTAINMENT WARFIGHTING FUNCTIONS

1-41. As discussed above, sustainment is the comprehensive term covering the functions of logistics, personnel services, and health service support (HSS). The sustainment warfighting function is one of six Army warfighting functions (movement and maneuver, fires, protection, sustainment, command and control, and intelligence) that produce combat power. The sustainment warfighting function is defined as the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (FM 3-0). Warfighting functions make up elements of combat power and are tied together by leadership. A brief description of the sustainment warfighting functions follows.

LOGISTICS

1-42. Logistics is the science of planning, preparing, executing, and assessing the movement and maintenance of forces. In its broadest sense, logistics includes the design, development, acquisition, fielding, and maintenance of equipment and systems. Logistics concerns the integration of strategic, operational, and tactical sustainment efforts while scheduling the mobilization and deployment of additional forces and materiel (Joint Publication [JP] 1-02).

SUPPLY

1-43. Supply is the procurement, distribution, maintenance while in storage, and salvage of supplies, including the determination of kind and quantity of supplies. Supply consists of a producer phase and a consumer phase (JP 1-02).

FIELD SERVICES

1-44. Field services are essential services for enhancing the quality of life of Soldiers. They include clothing repair and exchange, laundry and shower support, mortuary affairs (MA), aerial delivery, food services, billeting, and sanitation. All field services receive the same basic Army-wide priority, but the commander decides which are most important.

MAINTENANCE

1-45. Maintenance is defined as all actions taken to retain materiel in a serviceable condition or to restore it to serviceability. It includes inspection, testing, servicing, and classification as to serviceability, repair, rebuilding, and reclamation. It also includes all supply and repair actions taken to keep a force in condition to carry out its mission. Army maintenance principles focus on two-level maintenance. Two-level maintenance combines unit and direct support (DS) levels of maintenance, and has been redesignated as “field maintenance.” Similarly, general support (GS) and depot levels of maintenance are combined and redesigned as “sustainment maintenance.” Field maintenance characterized as “on-system maintenance” normally repairs equipment and/or components and returns them to the user. Sustainment maintenance characterized as “off-system maintenance” primarily repairs and returns equipment to the supply system. From a proponent perspective, ammunition is viewed as an ordnance function along with maintenance. From a warfighting function perspective, ammunition will be discussed under sustainment.

TRANSPORTATION

1-46. Transportation is the moving and transferring of units, personnel, equipment, and supplies to support the CONOPS. Transportation plays a key role in facilitating force projection and sustainment. Transportation incorporates military, commercial, and multinational capabilities. Transportation assets include motor, rail, air, and water modes and units; terminal units, activities, and infrastructure; and movement-control units and activities. FM 4-01.011, *Unit Movement Operations*, provides a full discussion on transportation operations.

GENERAL ENGINEERING

1-47. General engineering are those engineering capabilities and activities, other than combat engineering, that modify, maintain, or protect the physical environment. Examples include the construction, repair, maintenance, and operation of infrastructure, facilities, lines of communication and bases; terrain modification and repair; and selected explosive hazard activities. Engineering provides construction support, real estate planning and acquisition, and real property maintenance responsive to environmental considerations. FM 3-34, *Engineer Operations*, provides a full discussion on general engineering.

PERSONNEL SERVICES

1-48. Personnel services include human resources (HR) support, financial management, legal support, religious support, and band support. Personnel services complement sustainment by providing the personnel required so that the unit may be best prepared to accomplish its assigned mission.

HEALTH SERVICE SUPPORT

1-49. HSS includes combat casualty care, medical evaluation, medical logistics, physical and mental health care, and all other support and services performed, provided, and arranged by the Army Medical Department (AMEDD) to promote, improve, conserve, or restore the mental and physical well-being of personnel in the Army and, as directed, in other Services, agencies, and organizations. FM 4-02.43, *Force Health Protection Support for Army Special Operations Forces*, covers additional aspects of HSS.

ARSOF EXPEDITIONARY LOGISTICS IMPERATIVES

1-50. The following paragraphs discuss the TSOCs and/or SOTF expeditionary logistics imperatives. Although the imperatives may not apply to all types of SOF requirements, ARSOF commanders must include the applicable imperatives in their mission planning and execution, especially when developing the concept of support.

UNDERSTANDING THE OPERATIONAL ENVIRONMENT

1-51. ARSOF cannot dominate the operational environment without first gaining a clear understanding of theater dynamics, theater infrastructure, and sustainment capability. ARSOF logistics systems, processes,

and organizations must be agile, versatile, flexible, and responsive. Being agile is being globally responsive and rapidly deployable to any environment. Versatile means undertaking a variety of missions across the range of military operations. Flexible means being flexible enough to rapidly shift focus from one mission to an entirely different one without retraining, refitting, or reorganizing. Responsive means being forward-deployed or being a rapidly deployable force that can respond swiftly with sustainable combat power. Expeditionary ARSOF must also be force-entry capable and possess “come as you are” capability. Finally, they must be sustainable, allowing for continuous operations in an austere environment without HNS and without reliance upon preexisting infrastructure.

UNITY OF EFFORT

1-52. Unity of effort is the coordination application of all logistics capabilities focused on the TSOC and/or SOTF commander’s intent, and is the most critical of all logistics outcomes. Achieving unity of effort requires the optimal integration of SOF, joint, multinational, interagency, and nongovernmental logistics capabilities, built around three enablers:

- Appropriate organizational capabilities and authorities provide the means to effectively and efficiently execute SOF logistics.
- Shared awareness across the logistics domain drives unity by focusing capabilities against the SOF commander’s most important requirements. The effective integration of SOF priorities and the continuous optimization of those priorities in space and time are key tasks requiring shared awareness.
- Common measures of performance drive optimization across processes supporting the SOTF. Clearly defined SOF logistics processes, well-understood roles and accountabilities of the players in the processes, and shared SOF metrics frame this enabler.

RAPID AND PRECISE RESPONSE

1-53. Rapid and precise response is defined by the ability of the supply chain to effectively meet the constantly changing needs of the task force. The lack of key supplies, regardless of the reason, acts to undermine readiness and increase mission risk. The following performance measures indicate how well the supply chain is responding to identified requirements for the SOTF:

- Speed and accuracy are core aspects for responsiveness to the TSOC and the SOTF.
- Reliability is the ability of the supply chain to provide predictability or time-definite delivery.
- Visibility provides rapid and easy access to order information.
- Efficiency is directly related to the supply chain’s footprint.

DOMAIN-WIDE VISIBILITY

1-54. Domain-wide visibility is the ability to see the requirements, resources, and capabilities across the logistics domain, both SOF and Army GPF. Three fundamental enablers frame the ability to achieve this imperative:

- Connectivity, which is 24-7 network access, reaching globally—back, forward, and laterally throughout the network—to synchronize and coordinate efforts of supporting SOF, to include interagency participants, multinational partners, and host nations (HNs).
- Standard enterprise data architecture is the foundation for effective and rapid data transfer, and forms the fundamental block to enable a common logistical picture.
- A global and geographic combatant command focus over the processes that deliver support to the TSOC and/or SOTF is paramount to optimizing Service component and SOF logistics. Logistics support to any SOF element is a global business, and an operational perspective that operates below this level will deliver less-than-acceptable readiness.

Chapter 2

Army Special Operations Forces Logistics Support Framework

USASOC has aligned its ARSOF logistics organizations and activities in support of the U.S. Army's concept of modularity and force projection. This alignment allows ARSOF to integrate organic support elements within the theater support structure for responsive and continuous sustainment of ARSOF units. Therefore, the planning and execution of logistics support must be well-nested within the combatant commander's (CCDR's) concepts of operation and tailored to interface with the theater logistics structure.

ARMY SUPPORT STRUCTURE

2-1. ARSOF missions in support of USSOCOM are inherently joint. Although Title 10 does require each Service to provide its own logistics support, authority is available through other means to conduct joint sustainment. The CCDR exercises control over subordinate commands through directive authority for logistics (DAFL), and ARSOF may receive or provide logistics support from or to other Services. Joint sustainment is an area of joint interdependence that directly enhances Army operations and is defined as mutual reliance by each Service component on the sustainment capabilities of two or more Service components. Joint sustainment can reduce redundancies or increase the robustness of operations without sacrificing effectiveness.

2-2. ARSOF typically operate in a joint environment, and CUL support may be controlled and provided by other means. Other sources and authority for CUL support, aside from the ASCC Title 10, Authorities and Responsibilities, include—

- Department of Defense (DOD) executive agent directives and instructions.
- Interservice support agreements (ISSAs).
- Acquisition and cross-servicing agreements (ACSAs).
- CCDR's OPLANS, orders, and directives.

Options for executing logistics support to a joint force include any combination of the following:

- Single Service component dedicated support—each Service component supports its own forces.
- Lead Service or agency support—a lead Service or agency provides common user/item support to one or more Service components and governmental or other organizations.

In some operational situations, lead Service support may include OPCON or tactical control (TACON) of other Service logistics organizations.

2-3. Strategic support of sustainment is available through the Defense Logistics Agency and the United States Transportation Command (USTRANSCOM). The generating forces' support consists primarily of United States Army Training and Doctrine Command (TRADOC), United States Army Materiel Command (USAMC), United States Army Forces Command (FORSCOM), United States Human Resources Sustainment Command (USHRSC), United States Army Medical Command (MEDCOM), and Installation Management Command. Elements of the strategic base, such as the USAMC logistics support element, deploy to the JOA and are integrated into the overall logistics structure to provide support at the operational level and, when required, at the tactical level.

2-4. The operational Army support structure is made up of modular forces and units such as the ASCC, TSC, ESC, Army sustainment brigade, Army field support brigade (AFSB), and brigade support battalion (BSB). USASOC serves as the ASCC for ARSOF but functions similarly to the Army's generating forces, and serves as a global resourcing command in support of USSOCOM, a combatant command. The theater ASCCs provide ARSOF logistics support within a CCDR's AOR. The GSBs operate at the tactical level and provide support that is equitable to BSBs, but are not as robust in capability.

LOGISTICS INTEGRATION INTO OPERATIONS

2-5. The operations process of planning, preparation, execution, and assessment applies to ARSOF sustainment supporting full spectrum operations. Sustainment supports offense, defense, stability operations in the theater of operations, and civil support in CONUS. Similar to Army GPF, ARSOF sustainment commanders and staff must synchronize and integrate the sustainment plan with the ARSOF mission plan, while simultaneously integrating and synchronizing with the theater logistic concept of support. However, unlike Army GPF, ARSOF will more heavily rely on the theater logistic capabilities. There are several contributing factors that create a greater need for direct, reinforcing, and backup logistics support. Because of the nature of ARSOF employment concepts, ARSOF operate for extremely short or long durations, in small team elements, dispersed across the CCDR's AOR along extended lines of operations, and in typically austere environments or immature theater logistic structures.

2-6. To effectively execute the plan, ARSOF sustainment commanders and staff must take procedures to prepare for the execution of the operation. One of the means for preparation is sustainment preparation of the operational environment. Sustainment preparation of the operational environment has replaced logistics preparation of the theater as the construct for preparation. This may entail host-nation agreements, ACSAs, and contracting. Other preparations include pre-positioned stocks, facilities, ports, medical preparations, and an array of rehearsals. The execution of sustainment includes the deployment and distribution processes.

2-7. In executing logistic operations, ARSOF logisticians will optimize operational reach and endurance throughout the five processes of force projection—mobilization, deployment, employment, maintaining personnel and materiel, and redeployment. Distribution is the largest single process in the execution phase, controlled through tailorabile distribution management centers and the use of in-transit visibility enablers. ARSOF logisticians at all levels of operations must synchronize and integrate with the theater distribution network in order to achieve maximum effectiveness of both organic and theater support distribution assets. Commanders must anticipate the possible need for reconstitution as part of execution operations and plan accordingly. The continual assessment of sustainment operations ensures mission success and allows ARSOF sustainment commanders and staff to adjust to changing situations, as required, when the theater logistic structure matures or decreases.

SUPPORT RELATIONSHIPS

2-8. ARSOF operating and logistical structures differ vastly from Army GPF. The SFGs are the only units that have any type of organic DS capability as discussed in Chapter 1. The GSB within the SFG provides DS to the SFG or to the CJSOTF elements when directed by the TSOC. The Ranger regiment, SOAR(A), CA brigade, and PSYOP group do not possess any organic DS assets. The SOAR(A), typically task-organized under a JSOAC, will be provided DS by the JSOAC's DS elements and the CUL-designated provider. The CA brigade and PSYOP group will be supported through their task organization's DS elements; for example, the GSB when the CA or PSYOP element is task-organized under a CJSOTF. For all ARSOF units, the DS arrangement is METT-TC driven, and DS may be provided on an area basis by the Army sustainment brigade's CSSB. General support to ARSOF units will be provided by the ASCC. Figure 2-1, page 2-3, is an example of a typical ARSOF sustainment structure.

2-9. The SB(SO)(A)'s mission and structure is significantly different from an Army sustainment brigade and primarily supports ARSOF globally, through planning, synchronizing, and integration of operational logistics. The ALEs and ASPO cells conduct planning, synchronization, and integration of operational logistics with the TSOCs, CJSOTFs, ASCCs, GSBs, RSOD, and the CA and PSYOP S-4s. However, the

SB(SO)(A) can deploy a tailored brigade HQ to C2 attached CSSBs in support of ARSOF for a limited duration, serving as interim C2 until theater logistics structure develops.

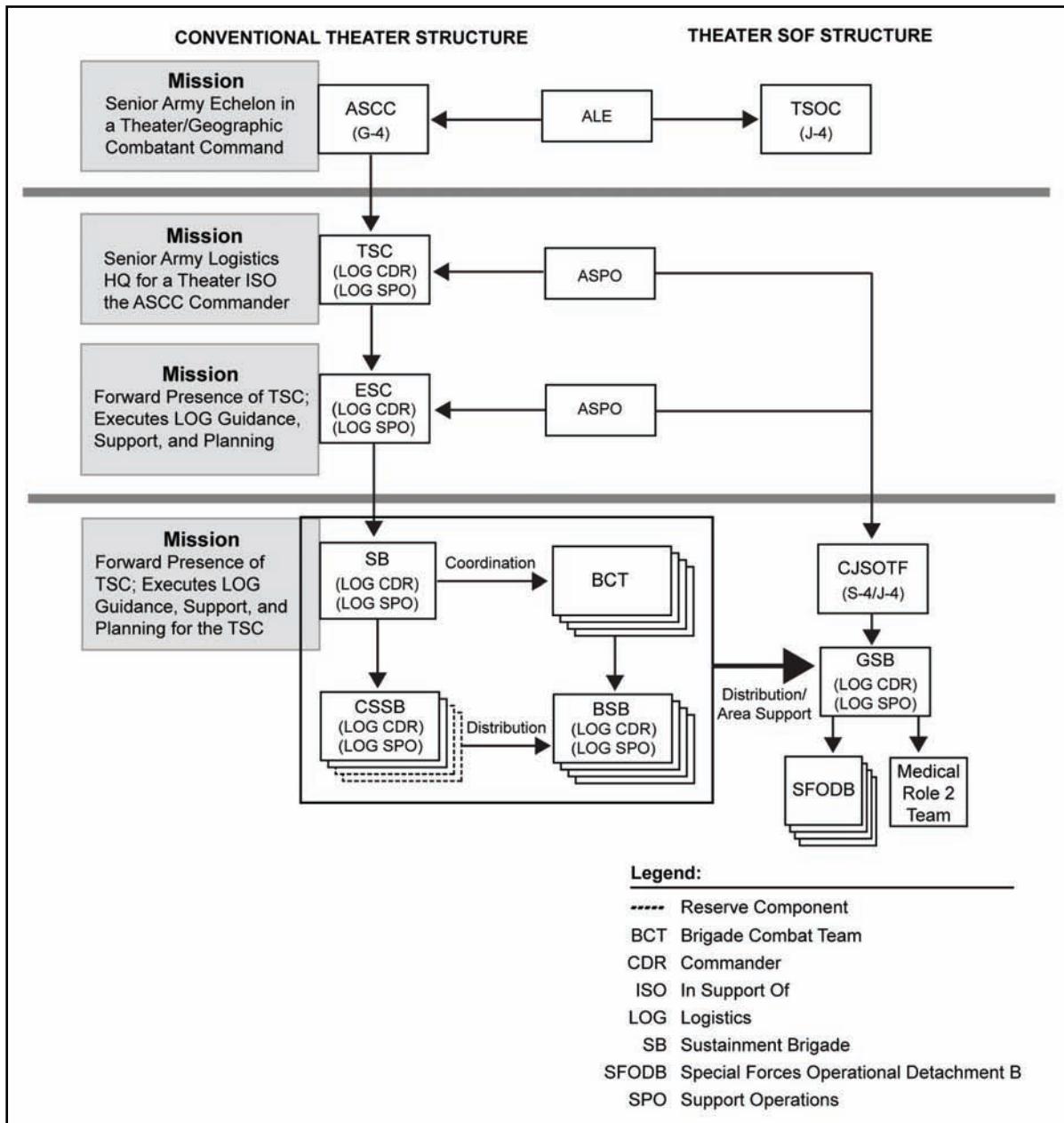


Figure 2-1 Typical ARSOF sustainment structure

LOGISTICS PLANNING AND PREPARATION

2-10. The principal focus of logistics planning is at the operational level. The challenge for logisticians is to link strategic resources to tactical unit requirements. The objective of logistics planning is to fully integrate and coordinate support and operational execution to ensure sustained operational readiness. Planning logistics support links the mission, commander's intent, and operational objectives to core logistic capabilities, procedures, and organizations. Logistics planning defines processes and procedures to establish an effective concept for logistics support.

JOINT PLANNING PROCESS

2-11. The framework of the Joint Operation Planning and Execution System (JOPES) and its associated processes support all planning. The commander's OPLANs and operation orders (OPORDs) articulate the product of successful planning. The JOPES provides policies and procedures to ensure effective management of planning activities across the spectrum of joint operations. The JOPES has two principal planning processes—contingency and crisis action—to accomplish joint operation planning. Supporting plans, including logistics support, should include an integrated and synchronized approach with the appropriate level of detail. Joint logistics planning includes adaptive planning and execution (APEX), which is the process for supporting operations planning within the DOD.

Contingency Planning

2-12. In contingency planning, ARSOF units, in conjunction with the SB(SO)(A), conduct the military decisionmaking process (MDMP) and prepare a support plan as part of the OPLANs or concept plans (CONPLANS). The ASCC coordinates with in-theater support organizations to integrate ARSOF sustainment support into the overall theater concept of support, which directs support relationships and priorities of support.

Crisis Action Planning

2-13. Crisis action planning (CAP) is based on current events and is conducted in time-sensitive situations and emergencies using assigned, attached, or allocated forces and resources. CAP personnel base their approach on the actual circumstances that exist at the time planning occurs. They follow prescribed CAP procedures that parallel contingency planning but are more flexible and responsive to changing events.

Adaptive Planning and Execution

2-14. The demands and complexities of global operations require that joint logistics planning be an integral part of all planning activities to deliver adaptive, integrated, and synchronized joint logistics support. APEX is part of the broader overarching adaptive planning (AP) construct which will eventually meld contingency and crisis planning into a single AP planning process, incorporate the AP execution process, and develop tools and technology to support current and future AP technology. APEX has four planning steps: strategic guidance, concept development, plan development, and plan assessment. APEX represents a departure from previous DOD planning approaches and impacts many functional areas. The logistics planning process will continue to refine its procedures to ensure that it remains synchronized and complementary to APEX. As APEX evolves, so will logistics planning.

KEY PLANNING ROLES, RESPONSIBILITIES, AND RELATIONSHIPS

2-15. The USASOC DCS G-4 maintains a strategic-to-operational-level planning focus and performs contingency, crisis, mobilization, exercise, and reconstitution planning in coordination with USSOCOM, CCDRs supporting subcombatant commands (theater ASCCs), Department of the Army (DA), USAMC, and TSOCs. Theater-specific support planning functions include limited sustainment planning and theater transportation and ammunition requirements. Within USASOC, the G-4 conducts staff planning and coordination, assisting the USASOC G-3 and G-8 to validate and source capabilities requirements. Concurrently, the USASOC G-4 conducts planning efforts with the SB(SO)(A), USASFC G-4, and TSOC J-4s.

2-16. The USASFC ACofS G-4 develops operational-level plans and orders in support of the SFGs within USASOC for ARSOF mobilization, predeployment, deployment, and redeployment operations. The main planning focus for theater support requirements includes ammunition and transportation requirements. During the planning and preparation phase, the USASFC G-4 captures logistic shortfalls and requirements, cross-leveling within the command when feasible, and ensures external support requirements are passed to USASOC and SB(SO)(A) for resolution or sourcing.

2-17. The SB(SO)(A) ALE established within each CCDR's AOR is the lead strategic- and operational-level logistics planner for ARSOF missions. Within the APEX joint logistics planning process, at the combatant command level, planning begins with the receipt of strategic guidance and continues as the

CCDR conducts mission analysis. During this step, the CCDR J-4 staff and Service-component logisticians begin to develop a theater logistics overview (TLO), which becomes the concept of logistics framework. The TLO includes but is not restricted to—

- Critical logistics assumptions and information requirements that must be incorporated into the commander's critical information requirements (CCIRs).
- Current or anticipated HNS and status of ACSAs.
- Identification of aerial ports of debarkation (APODs)/sea ports of debarkation (SPODs) plus any other distribution infrastructure and associated capacity.
- Inventory (on-hand, pre-positioned, theater reserve, and so on).
- Sustainment capabilities.
- Known or potential capability shortfalls.

2-18. The concept of logistics support framework includes the development or validation of these products but is not restricted to the following:

- Joint logistics critical items list.
- Logistics supportability analysis.
- Theater distribution plan.
- Logistics synchronization matrix.
- Request for forces.
- Review of major deployments and logistic preparations necessary in all phases of the course of action (COA).

2-19. The ALE, in concert with the SB(SO)(A)'s Plans Division, TSOC J-4, and ASCC G-4, establishes and updates a standing logistics estimate of each theater derived from the TLO from which the CJSOTF J-4 can initiate the MDMP upon receipt of a mission and warning order. The ALE remains integrated in the CCDR's, TSOC's, and ASCC's logistics planning processes during plan development and assessment ensuring that this level of logistics planning is then passed to the SB(SO)(A). The SB(SO)(A) Operations Division, Plans Section, establishes logistics and force health protection (FHP) planning conferences during the planning and preparation phase to develop the operational-level ARSOF concept of support in concert with deploying ARSOF sustainment planners, to include the GSB, RSOD, and brigade S-4s.

2-20. The GSB commander and ASPO cells, brigade S-4s, and RSOD within the task organization of the ARSOF or CJSOTF conduct the MDMP and parallel logistics planning. They also identify logistics requirements and shortfalls based on their organic logistics capabilities and command and support relationships.

KEY PLANNING CONSIDERATIONS DURING THE MILITARY DECISIONMAKING PROCESS

2-21. Because of the nature of ARSOF missions, ARSOF logistics planning considerations differ somewhat from Army GPF logistics planning and some of the key planning factors may be more significant on account of their impact on ARSOF missions. ARSOF logistics units can support a variety of humanitarian, civil, and security assistance programs. Deployed ARSOF units are usually in isolated and austere locations. Distribution and resupply are key considerations that may require ARSOF-unique capabilities. Sustainment planning and preparation efforts must first consider the existing infrastructure in-theater. Using this infrastructure as a baseline, planners then integrate, consolidate, and cross-level resources to maximize logistics support. Planning considerations include but are not limited to the following:

- Identify SOF-peculiar logistics support plans for SO-specific equipment.
- Determine if austere-based operations are likely in the early stages of deployments; ARSOF will normally be required to establish separate intermediate staging bases (ISBs) and eventually expand the number of support bases to meet mission requirements.
- Minimize the logistic footprint.
- Maximize the use of existing fixed facilities.
- Limit logistics requirements to mission essentials and acceptable risk.

- Rely on air lines of communications (ALOCs) for rapid resupply.
- Concentrate maintenance on returning major end items to service.
- Anticipate high attrition of supplies while performing missions in denied areas.
- Identify to the ASCC as early as possible those items that require operational floats or other special logistics arrangements.
- Make maximum use of HNS, including local and third-country resources, to include facilities, lines of communications (LOCs), ports, airfields, communication systems, and services.
- Conduct threat and risk assessment.
- Determine the impact of topography, climate, and external factors on the logistical system, to include available LOCs, including waterways, roads, railroads, pipelines, and airways.
- Purchase contract and local supplies, facilities, utilities, services, and transportation support systems.
- Develop or improve the HN logistics capabilities intended for eventual transfer of responsibility to the supported nation.
- Develop intertheater and intratheater airlift and sealift to deliver supplies.
- Determine legal considerations for providing support, materiel aid, and health services to indigenous personnel and allied or HN military forces and civilians.

Appendix A provides additional logistical planning considerations.

SOURCES OF SUPPLY AND SUPPORT

2-22. ARSOF are supplied from a variety of sources. The relative reliability of each source is theater-dependent. ARSOF commanders must anticipate their logistical requirements. They must coordinate with their supporting ASCC to determine which source of sustainment can best meet their needs. Among these sources of supply are Army pre-positioned stocks (APS)/operational project stocks (OPSs), joint operational stocks (JOSs), war reserve sustainment stocks (WRSSs), HNS, and contracting.

Army Pre-positioned Stocks

2-23. Select ARSOF units have DA authorization to receive APS equipment when they deploy from CONUS to their theaters of operation. Deploying units must determine existing APS shortages before deploying and must deploy with those items, as well as items not authorized for pre-positioning. Units should update their deployment plans upon receipt of their annual APS authorization document in coordination with USASOC G-4, Plans and Analysis Division.

Operational Project Stocks

2-24. ARSOF units use OPSs to obtain required supplies and equipment above their normal allowances to support contingency operations and war plans. The theater CCDR or TSOC may also establish and maintain OPSs to support joint SO. OPSs are restricted to the minimum-essential types and quantities of supplies, equipment required for successful execution of the total plan, or prescribed portions of the plan. Stocks normally include only standard items listed on the war reserve stockage list. ARSOF commanders must justify the inclusion of nonstandard items in project stocks.

Joint Operational Stocks

2-25. The JOS is a supply of centrally managed and maintained mission-essential equipment. JOSSs are available on a loan basis to USSOCOM units. The JOS Catalog consists of weapons, optics and night vision equipment, communications equipment, field-support equipment, and limited specialty equipment.

2-26. JOSSs consist of four basic categories:

- *Mission-essential and personal protection.* This category includes equipment routinely issued for mission and training support, to include optical and night-vision devices, weapons, radios, and personal protection devices.

- *Bare-based equipment.* This category includes equipment necessary to augment or supplement unit assets for training and mission support, to include tents, environmental control units, and light sets.
- *Contingency operations.* This category includes equipment held for specific or unique mission requirements. This category is not applicable for training issue.
- *Humanitarian assistance support.* This category includes limited support to a survey team or a small deployed element, to include Class X items.

Units submit their JOS requests through command channels to USSOCOM HQ, where requests are validated and then sent to the SOFSA, which processes the approved requests. Personnel then package and ship the equipment directly to the requesting unit. The JOS Catalog describes procedures for obtaining equipment, the basic loan request process, and services available. Appendix B provides additional information on JOSs.

Other Sources of Supply and Support

2-27. In addition to the JOS, there is the United States Army Special Operations Command Redistribution Center (URC), which is a contractor-operated storage facility located in Lexington, Kentucky. URC stores, refurbishes, and reissues acquired equipment inclusive of bare-base assets; weapons system replacement operations/operational readiness float (WSRO/ORF) assets; unit administrative storage items, to include statement of requirement (SOR) items, ground mobility vehicle rebuilt parts and materiel, and medical supplies and equipment; and the command's WSRO/ORF assets in support of contingency operations. The USASOC DCS G-4 has primary staff responsibility for the URC.

2-28. The Operational Needs Statement (ONS) is a request document for materiel to correct a deficiency, improve a capability, or request HQDA to procure a new or emerging capability that enhances mission accomplishment. An ONS is a request for HQDA validation, authorization, and sourcing of a perceived requirement. The other type of request is the Equipment Sourcing Document (ESD), which is a request for the sourcing of a requirement that has already been validated with an MTOE authorization by HQDA. Numerous methods and formats for requesting validated equipment exist, including the digital process within the ECOP database. The Army ECOP is a SECRET Internet Protocol Router Network (SIPRNET)-based start-to-finish database for submitting requirements and tracking them through the validation and solution approval and sourcing process. The ONS and ESD are submitted to HQDA via the Army ECOP. ARSOF can submit an ESD and/or an ONS prior to deployment or when deployed. The ESD/ONS can be submitted at the direct reporting unit (DRU) level (O-6 unit-level endorsement) and requires endorsement and approval by the supporting ASCC. Deployed ARSOF should submit requirements through the TSOC for endorsement prior to staffing with the theater ASCC. Online ECOP database staff coordination should take place at all levels; requesting units can defend their requirements.

2-29. Upon receipt of a mission or task, the unit conducts a thorough mission analysis using the MDMP. As a result of this analysis, the unit determines materiel and nonmateriel requirements needed to accomplish assigned operational tasks. The unit then prepares the deployment statement of requirement (DSOR), which identifies those requirements the unit cannot satisfy with its organic assets or capabilities. The unit then staffs the DSOR and submits it to the DRU's commander for signature, who then submits it to the G-3/S-3 for validation. Funding for the DSOR may come from programmed dollars and/or be submitted as an unfinanced requirement (UFR). In general, the command's fiscal year general and specific guidance will dictate how DSORs will be funded. The preferred staffing approval guidance for supplemental (War on Terrorism [WOT]) requirements is for the ARSOF commanding general—through the review and approval process of the DRU's WOT cost estimate—to delegate the approval and validation of the DSOR to the subordinate commands.

2-30. The Combat-Mission Needs Statement (C-MNS) is the rapid validation, approval, and fielding of critical (mission failure or loss of life), new, or existing SOF materiel capability. The C-MNS is used for SO-peculiar materiel whereas the ONS or ESD is used for an Army-common solution. The C-MNS is not a UFR or supplemental process, nor is it a means to circumvent or accelerate the normal Joint Capabilities Integration and Development System (JCIDS) or other USSOCOM-established materiel solution process. The C-MNS process is very similar to the ONS process in that it begins with a need, then a recommended

solution (mission analysis), and eventually the sourcing of that solution. The C-MNSs are generated by the SOF unit to the TSOC, which then sends the requirement to the SOF component to see if it can satisfy the SO-peculiar requirement. If the SOF component cannot satisfy the SO-peculiar requirement, then it endorses the request and sends it on to USSOCOM for further staffing and, if approved, to the eventual resourcing activity. Figure 2-2 shows the C-MNS process.

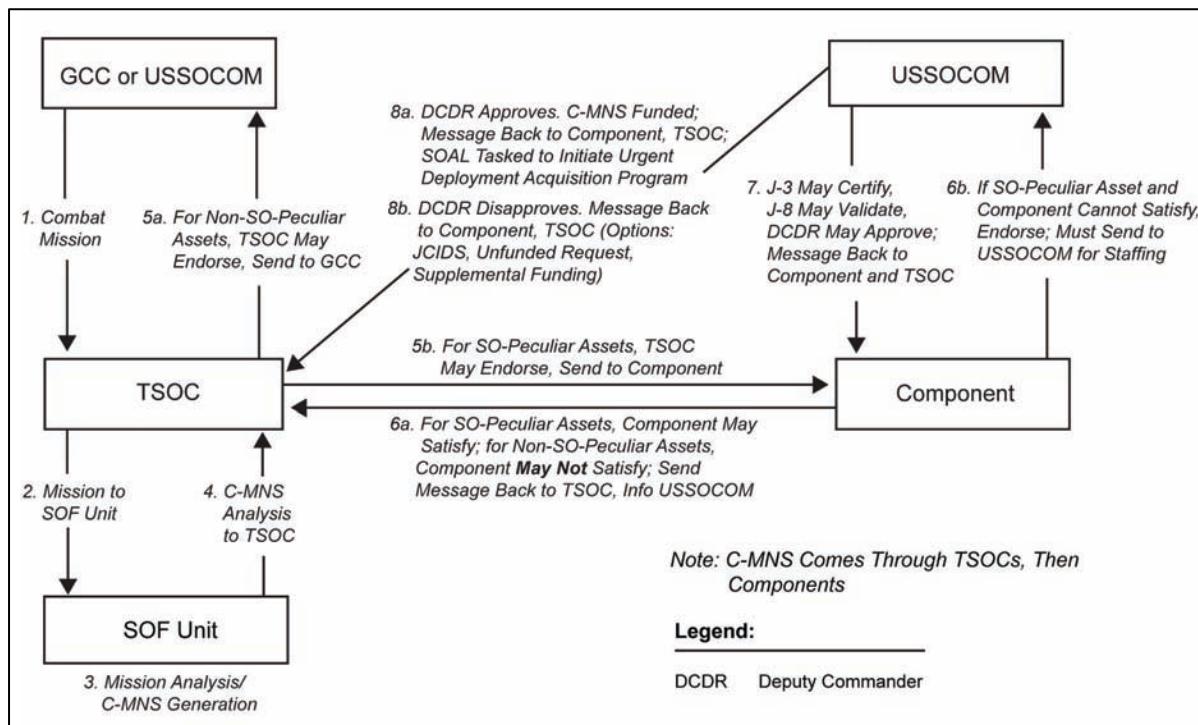


Figure 2-2. The Combat-Mission Needs Statement process

2-31. HNS is civil or military assistance rendered by a nation to foreign forces within its territory in support of the full range of military operations through agreements mutually concluded between nations. HNS includes all civil and military support a nation provides to multinational forces located in its sovereign territory. HNS is not the same as contractor support. Multinational forces and contractors may have an impact on the ability of an HN to provide HNS. This situation must be deconflicted during the logistics and personnel support planning of the operation, especially in areas of limited resources or where operational security is of concern. HNS is the preferred means to meet unresourced support requirements within acceptable risk limits. HNS can include almost every aspect of Service and logistical support. Foreign personnel and organizations can perform many support functions as well as or better than their U.S. counterparts. The ARSOF commanders must determine the functional types and levels of HNS without unduly jeopardizing operations security (OPSEC) and mission accomplishment. Quality of HNS is theater- and situational-dependent. Availability of support depends upon the geographical area, prior agreements with nations in the region, and the nation's ability to provide support. In some theaters of operation, agreements may exist between the United States and the HN. In other potential areas of conflict, there may not be states friendly or supportive of U.S. actions. In such cases, it is unlikely that HNS will be immediately available. Potential HNS agreements should address labor support arrangements for port and terminal operations and the use of available transportation assets in-country. The agreements should also address the use of bulk petroleum distribution and storage facilities, the possible supply of Class III (Bulk) and Class IV, and the development and use of field services.

2-32. Contractor support can mitigate shortfalls of logistics support requirements. CCDRs may establish or designate a joint contracting organization (for example, Joint Contracting Command) or a Service component as the lead component for logistics and contracting. Defense Contract Management Agency (DCMA) may serve as the single theater manager responsible for operational contract support. A

contracting support plan must identify operational-specific contractor integration policies, procedures, and requirements so the Service components, joint operational contracting support command (if established), SOF, and Defense Logistics Agency can integrate applicable contracting plans. The CCDR's contracting support plan will identify organizational options for use during theater joint operations (for example, Service support to own forces, a lead Service for logistics contracting, or a joint contracting organization) across the full range of military operations or phases of operations. There are three broad types of contracted support: theater support, external support, and systems support. For ARSOF sustainment operations planning and execution, the theater and external contracting support must be properly incorporated and synchronized with the overall logistics plan. The operational-level planning, integration, and synchronization conducted by the SB(SO)(A)'s ALEs and ASPO cells with the TSC SPO, TSC/ESC SPO, the ARFOR G-4, and the supporting AFSB's contingency contracting officer team and/or the logistics civilian augmentation program (LOGCAP) support unit is key in leveraging the ASCC's general support in-theater. SO-peculiar contracting support is provided by the USSOCOM Contracting Activity. Chapter 10 includes more detailed discussion on contracting support.

2-33. ACSAs are a significant consideration when developing the ARSOF logistics concept of support. Under ACSA authority (Sections 2341 and 2342, Title 10, United States Code), the Secretary of Defense (SecDef) can enter into agreements for the acquisition or cross-service of logistics support, supplies, and services on a reimbursable, replacement-in-kind, or exchange-for-equal-value basis. These agreements can be with eligible nations and international organizations of which the United States is a member. An ACSA is a broad overall agreement that is generally supplemented with an implementing agreement. Under these agreements, common logistics support includes food; billeting; transportation (including airlift); petroleum, oils, and lubricants (POL); clothing; communications services; medical services; ammunition; base operations; storage services; use of facilities; training services; spare parts and components; repair and maintenance services; calibration services; and port services. Items that may not be acquired or transferred under the ACSA authority include weapon systems, major end items of equipment, guided missiles, nuclear ammunition, and chemical ammunition (excluding riot control agents).

GEOGRAPHIC COMBATANT COMMANDERS' THEATER LOGISTICS ENVIRONMENT

2-34. The regional environments and logistical staffing processes and structures are unique in each GCC's AOR. The following paragraphs provide a brief description of responsibilities, organizations, and processes for the GCC's AORs.

UNITED STATES PACIFIC COMMAND

2-35. In the United States Pacific Command (USPACOM) AOR, planning for SOF contingency operations or TSCP events is a challenge for any ARSOF logistics planner. In the Asia Pacific region, there are 16 time zones comprising 50 percent of the earth's surface and 60 percent of the world's population. The USPACOM region is home to the world's six largest armed forces and five of the seven worldwide U.S. mutual defense treaties. This region also has major social and economic implications. Logistics planning can take on a wide spectrum of support operations, from mature theaters like Korea to the isolated islands of the Philippines.

2-36. The USPACOM GCC's lead subcombatant command for SOF missions is the Special Operations Component, United States Pacific Command, better known as the TSOC. The ASCC for the USPACOM GCC is the United States Army, Pacific Command (USARPAC), with Title 10 responsibility as the lead Service providing common user/items support to ARFOR deployed in the USPACOM AO. USARPAC's senior Army logistics command, the 8th TSC and its subordinate elements, 19th ESC, and other units are responsible for executing theater opening, distribution, and sustainment, to include sustainment of deployed SOF. The USPACOM GCC also has a number of other commands and organizations promoting security and peaceful development in the Asia Pacific region. Other commands and agencies that participate in SOF day-to-day missions are the other Service components, both SOF and Army GPF, regional military partners, and United States Government (USG) agencies, such as the Department of State's (DOS's) United States Agency for International Development (USAID) (providing economic and

humanitarian assistance) and Joint Interagency Task Force-West (counterdrug). The USPACOM GCC may also have a JTF and/or JSOTF under his C2 for contingency operations or in support of a particular CONPLAN or OPLAN.

2-37. Contractor support plays a vital role in sustaining contingency requirements, especially when the organization required to perform a particular function is not available because of other operational requirements (WOT) or does not exist in the force structure. Contracting support is currently an effective force multiplier for the current standing JSOTF in the region. The Navy is USPACOM's executive agent for logistics as designated by DOD and is providing contractual support to the region's standing JSOTF. Any one of the Service components and activities with contracting authority can plan and award Service support contracts in support of contingency operations and promoting security or peaceful development.

UNITED STATES SOUTHERN COMMAND

2-38. The United States Southern Command (USSOUTHCOM) GCC's lead subcombatant command for SOF missions is the Special Operations Command, South (SOCSO), better known as the TSOC. USSOUTHCOM conducts numerous planning conferences with its supporting elements, to include the SOF components. The theater ASCC for the USSOUTHCOM GCC is the United States Army, Southern Command (USARSO), with Title 10 responsibility as the lead Service providing common user/items support to ARFOR deployed in the USSOUTHCOM AO. USARSO's senior Army logistics command, the 377th TSC (USAR), and its sustainment force pool (ESCs) consisting of several USAR units, are responsible for executing theater opening, distribution, and sustainment, to include sustainment of deployed SOF. The USAR theater sustainment support structure is a challenge, especially when dealing with CAP and sustained logistics support for continuous operations. The challenge lies with USAR mobilization timelines and continuity of effort in a theater that sees its share of operations and security cooperation events. The USSOUTHCOM GCC also has a number of other commands and organizations promoting security and peaceful development in the Caribbean-Central America region. Other commands and agencies that participate in SOF day-to-day missions are the other Service components, both SOF and Army GPF, regional military partners, and USG agencies, such as the DOS's USAID that provides economic and humanitarian assistance, and Joint Interagency Task Force-South (counterdrug). The USSOUTHCOM commander may also have a JTF and/or JSOTF under his C2 for various operations and in support of a particular CONPLAN or OPLAN.

UNITED STATES CENTRAL COMMAND

2-39. The United States Central Command (USCENTCOM) GCC's lead subcombatant command for SOF missions is the Special Operations Component, United States Central Command (SOCENT), better known as the TSOC. When deployed forward, SOCENT is referred to as the Combined Forces Special Operations Component Command (CFSOCC). The CFSOCC commander has a standing CJCSOTF operating in Iraq and Afghanistan. USCENTCOM conducts numerous planning conferences with its components. These conferences are promulgated by various Chairman of the Joint Chiefs of Staff (CJCS) and USCENTCOM planning orders. The ASCC for the USCENTCOM GCC is the United States Army, Central Command (USARCENT), with Title 10 responsibility as the lead Service providing common user/items support to ARFOR deployed in the USCENTCOM AO. USARCENT's senior Army logistics command is the First Theater Sustainment Command (1st TSC). The 1st TSC and its subordinate elements are responsible for executing theater opening, distribution, and sustainment, to include sustainment of deployed SOF.

UNITED STATES EUROPEAN COMMAND

2-40. The United States European Command (USEUCOM) GCC is dual-hatted as he is also the Supreme Allied Commander, Europe (SACEUR) for the North Atlantic Treaty Organization (NATO). It is the only forward-deployed geographic combatant command HQ. The ASCC for the USEUCOM GCC is the U.S. Army European Command. USEUCOM has an extensive AOR with 92 separate countries. The Special Operations Component, United States European Command (SOCEUR), is a subcombatant command of USEUCOM that exercises OPCON of theater Army, Navy, Air Force, and Marine SOF. SOCEUR is

responsible to the USEUCOM/SACEUR for SOF readiness, targeting, exercises, plans, joint and combined training, NATO/partnership activities, and execution of counterterrorism, peacetime, and contingency operations. The 21st TSC supports USEUCOM and is responsible for executing theater opening, distribution, and sustainment, to include sustainment of deployed SOF.

UNITED STATES AFRICA COMMAND

2-41. The United States Africa Command (AFRICOM) AOR covers more than 11.7 million square miles, accounting for 20 percent of the earth's land mass. Africa's nations include approximately 900 million people, constituting 14.2 percent of the world's population. More than 400 ethnic groups live in Africa, speaking more than 2,000 languages and dialects and practicing a wide variety of religious traditions. The issues currently impacting AFRICOM's AOR include terrorism, enduring conflicts, drug trafficking, territorial disputes, illegal immigration, and natural disasters. Although the nation of Egypt is located on the African continent, it maintains its traditional relationship with USCENTCOM. However, AFRICOM still coordinates with the Egyptian government on security issues relating to the continent's security. The AFRICOM TSOC responsibilities mirror those of other GCC TSOCs. These responsibilities include advising the GCC on the capabilities of SOF, and coordination, planning, and control of all SOF on the African continent.

STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS SUPPORT

2-42. ARSOF Combat Service Support Automation Management Office (CSSAMO) support is provided by the USASOC DCS G-4 Systems Management Division. There are no other CSSAMO support capabilities within the ARSOF units, to include the SB(SO)(A). The CSSAMO provides support in sustaining and operating ARSOF sustainment Standard Army Management Information Systems (STAMIS), while units are conducting operations from CONUS installation sites in preparation for deployments and during reset operations. This support includes the installation, testing, loading, and troubleshooting of sustainment software; operator and DS maintenance on systems hardware, connectivity, and associated components; and systems management.

2-43. ARSOF units deploy with STAMIS and connect to the theater logistics STAMIS structure and receive CSSAMO support on an area basis by the supporting TSC logistics units. The following systems are operational within ARSOF units:

- *The Unit Level Logistics System—Aviation (Enhanced) (ULLS-A [E])* STAMIS automates aviation maintenance, production control, quality control, technical supply, and aircraft readiness/status reporting into a single STAMIS. ULLS-A (E) automates the manual supply and maintenance forms and interfaces with the support maintenance through the Standard Army Retail Supply System (SARSS) and the Standard Army Maintenance System (SAMS). Additionally, ULLS-A (E) supports Army Materiel Status System (AMSS) tracking for aviation assets. Other ULLS-A (E) functions include the receipt of work orders from SARSS managed on the SAMS-1E system. The production control ULLS-A (E) system receives a master maintenance data file update supplied by the Logistics Support Activity (LOGSA).
- *The Property Book Unit Supply Enhanced (PBUSE)* STAMIS is a Web-based fully interactive property accountability system. PBUSE can be operated in a stand-alone or local area network (LAN) environment. PBUSE replaces the current supply management and property accounting functional capabilities of the Standard Property Book System—Redesigned (SPBS-R), to include the Unit Level Logistics System (ULLS) S-4.
- *Personnel Services Delivery Redesign (PSDR)* is a migration of tasks formerly done at an MTOE personnel service battalion or joint force HQ to the operational brigade and battalion S-1 sections. Equipment included in the PSDR include the very small aperture terminal (VSAT), Combat-Service-Support Automated Information Systems Interface (CAISI) bridge module, identification tag machine, Defense Enrollment Eligibility Reporting System-Rapid common access card (CAC) system, laptop computers, multifunctional printers, and CAC readers.

- *Standard Army Maintenance System–Enhanced (SAMS-E)* improved the Army's existing Unit Level Logistics System–Ground (ULLS-G) and SAMS levels 1 and 2 (SAMS-1 and SAMS-2). The enhancement merges the ULLS-G and SAMS-1 into a single integrated maintenance management platform. SAMS-1E provides supervisory control and flexibility to maintenance operations. It expedites repair parts supply and maintenance functions to the lowest level. It also eliminates duplicate processes, but includes critical unit-level functions of equipment operator and qualification, equipment dispatch, equipment partial mission-capable, supply (PMCS), scheduling and recording, equipment fault records, organizational work order number (ORGWON) generation, Army Oil Analysis Program, and AMSS reporting. SAMS-2E provides the capability to manage equipment use and track readiness reporting. It is used by field commands to collect and store equipment performance and maintenance operations data.
- *The SARSS STAMIS* provides Army retail supply operations and management for the total Army, to include Active Army units, Army installations, USAR, and the National Guard Bureau. SARSS manages supply transactions at the SARSS-Gateway and provides supply-related data to the Integrated Logistics Analysis Program system.
- *The Transportation Coordinator's Automated Information for Movements System II (TC-AIMS II) STAMIS* is the primary DOD transportation system. This STAMIS provides Army commanders unparalleled visibility over the location of personnel, cargo, and equipment. Installation transportation officer, movement control, and unit movement officer (UMO) functional areas provide Army users with the capability to achieve these objectives. TC-AIMS II fully incorporates all facets of transportation movement processes.
- *The Medical Communications for Combat Casualty Care (MC4) STAMIS* incorporates a family of hardware systems that support combat casualty care and support to Army medical needs. MC4 receives, stores, processes, transmits, and reports medical C2, medical surveillance, casualty movement/tracking, medical treatment, medical situational awareness, and medical logistics data across all roles of care in the theater. MC4 integrates the medical information systems into the Army C2, to include support for the Theater Medical Information Program (TMIP). MC4 includes the Personal Information Carrier (PIC), a digitized form of individual Soldier's medical records. This centralized database links healthcare providers, medical diagnostic systems, evacuation information, and medical logistics management to all levels of the Army's Composite Health Care System. MC4 enables logistics and sustainment support personnel at all echelons to exchange information via audio, digital, video, and electronic media.
- *The CAISI and the VSAT satellite system* provide the capability to electronically exchange logistics support information via tactical and commercial networks. CAISI/VSAT provides a high-data-rate wireless LAN to connect logistics and sustainment computer systems. CAISI/VSAT provides automated access to the Tactical Packet Network (TPN) by connecting into long-haul VSAT satellite networks or mobile subscriber equipment networks. The VSAT system includes built-in global positioning system receivers, a motorized satellite antenna, and a laptop computer that runs the logistics and sustainment support VSAT software program.

Chapter 3

Sustainment Brigade (Special Operations) (Airborne)

The SB(SO)(A) is a table of organization and equipment (TOE)-deployable logistics HQ with subordinate TOE units assigned to the USASOC. The SB(SO)(A) provides expeditionary communications support; limited, short-term, and expeditionary Role 2 medical support; and logistics plans, synchronization, and coordination support to ARSOF.

The SB(SO)(A) is unique when compared to other Army sustainment brigades in that it maintains global situational awareness of deployed ARSOF logistics support structures. The SB(SO)(A) is multicomposition in structure, is focused at the operational level for logistics planning and synchronization, and is designed to deploy as small, modular teams. The SB(SO)(A) also trains, resources, and equips the Army's only SO signal battalion (112th Signal Battalion) and contains three expeditionary medical Role 2 teams to enable ARSOF units to operate with conventional forward surgical teams or other resuscitative surgical teams.

STAFF STRUCTURE

3-1. The brigade staff is organized to plan and synchronize Army-common logistics and sustainment requirements and support for deployed ARSOF through coordination with theater ASCCs. To this end, the SB(SO)(A) staff structure includes regionally-focused, forward-stationed ALEs, which reside with the ASCC and the TSOCs. ALEs are small teams of multifunctional logisticians that serve in direct support of TSOC planning efforts, exercises, and operations to ensure that ARSOF employed in the TSOC AOR are properly sustained.

3-2. In addition to the theater-specific ALEs, the brigade HQ at Fort Bragg, North Carolina, includes an Operations Division comprised of a plans section and a support operations (SPO) section. The SPO section is organized to C2 the brigade's home station operations center (HSOC) and to task-organize, train, and deploy ASPO cells to synchronize ASCC-provided logistics support to ARSOF units. The plans section reinforces ALE planning efforts by coordinating SOF-peculiar, strategic, and Title 10 support through HQ, USASOC. Figure 3-1, page 3-2, shows the ARSOF tactical-to-strategic planning model.

MISSION

3-3. The mission of the SB(SO)(A) sets the operational-level logistics conditions in order to enable ARSOF missions. The mission-essential tasks include the following:

- Coordinate ARSOF logistics requirements, plans, Army-common logistics and sustainment in six geographic combatant command AORs to support deployed ARSOF and joint/combined SOF where the Army is the executive agent. ALEs accomplish this by working with both the TSOC and ASCC to ensure ARSOF logistics requirements generated by TSOC plans, exercises, and operations are integrated into the ASCC concept of support for the theater.
- Deploy operational-level logistics synchronization capabilities in support of ARSOF-led JSOTFs. The SB(SO)(A) deploys ASPO cells to collocate with TSC/ESCs to synchronize ASCC-provided logistics support and SOF-peculiar logistics support to ARSOF units.

- Provide expeditionary, limited, and short-term medical Role 2 capabilities to deployed ARSOF. The Role 2 medical teams assigned to the brigade HHC allow deployed ARSOF to integrate resuscitative surgical teams in support of ARSOF missions.
- Train, resource, and equip the 112th Signal Battalion.
- Deploy a tailored brigade HQ to C2 operational-level logistics in support of ARSOF missions, until relieved by ASCC logistics C2 capabilities. The SB(SO)(A) is capable of providing C2 of Army CSSBs operating in support of ARSOF for up to 6 months.

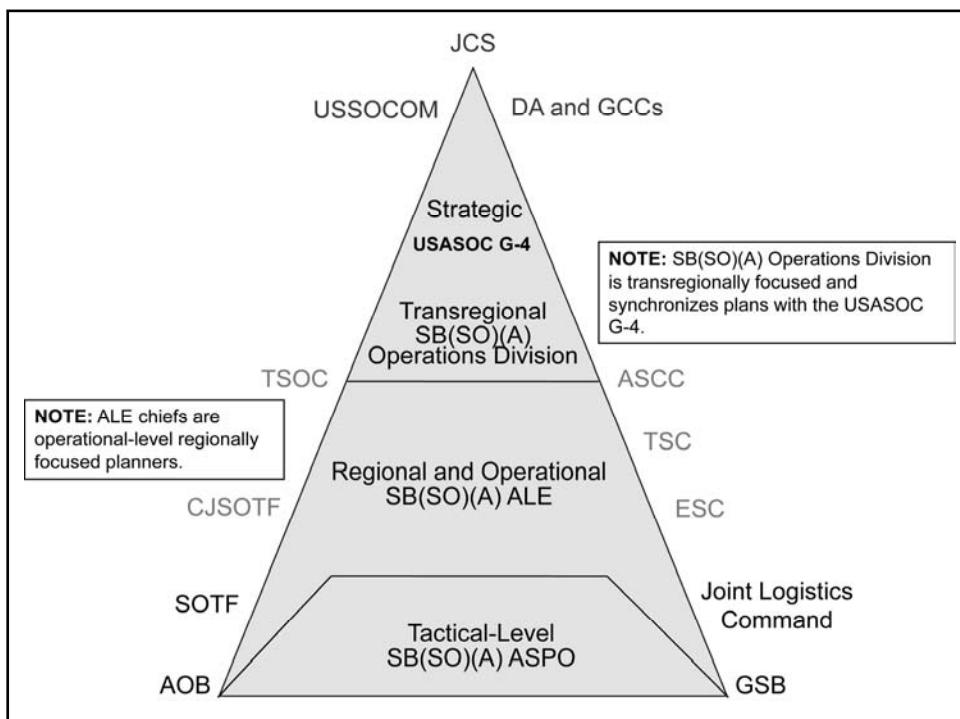


Figure 3-1. ARSOF tactical-to-strategic planning model

CONCEPT OF EMPLOYMENT

3-4. The SB(SO)(A) ALEs are permanently employed in their specific region by being stationed with or in close proximity to each TSOC where they coordinate ARSOF logistics requirements, plans, and Army-common support in the GCC AOR to support deployed ARSOF and joint/combined SOF when the ASCC provides support to other nations and services.

3-5. During ARSOF initial entry operations into a theater, the ALE locates where it can best ensure plans and requirements developed at the TSOC are incorporated into the ASCC's logistical planning. During initial entry operations, the SB(SO)(A) Operations Division reinforces ALE planning efforts from its Fort Bragg-based HSOC. The Operations Division may also reinforce ALE efforts in the region by locating Operations Division personnel forward with the ALE, when required.

3-6. As the theater begins to mature and Army GPF theater support units arrive, the SB(SO)(A) may deploy ASPO cells into the JOA in support of an ARSOF-based JSOTF or a SOF-based JTF. ASPO cells may collocate with the TSC/ESC, CJSOTF HQ, GSB, or RSOD where they will synchronize ASCC-provided logistics support to ARSOF units.

3-7. During theater expansion, the SB(SO)(A) may be directed to deploy a tailored brigade HQ to C2 operational-level logistics in support of ARSOF missions until relieved by ASCC logistics C2 capabilities. The SB(SO)(A) is not resourced to operate as a stand-alone HQ on account of the lack of base-operations enablers. The SB(SO)(A) requires augmentation or activation of its USAR companies to perform this mission. The organization can conduct 24-hour operations as a logistics integrator for SOF sustainment

requirements (Figure 3-2, pages 3-3 and 3-4). The SB(SO)(A) will deploy with organic personnel and equipment, but may also imbed logistics planners within supported unit staff cells or theater support staffs. Initially, the SB(SO)(A) may be OPCON to the TSC to establish the unity of command required to achieve the JFC's campaign objectives. During this stage of an operation or during a small-scale contingency, the SB(SO)(A)—in addition to performing specific reception, staging, onward movement, and integration (RSOI) functions in coordination with Army theater logistics units—may coordinate for a theater-level stockage base and direct logistics support to units deployed forward into their AOs. As the theater grows and matures, this sustainment function will transition on order to an Army sustainment brigade tasked to provide theater distribution and/or to an operational-level sustainment brigade in-theater. This tailored logistical C2 node is for a limited duration until Army sustainment brigades can deploy and assume logistics C2 under the ESC.

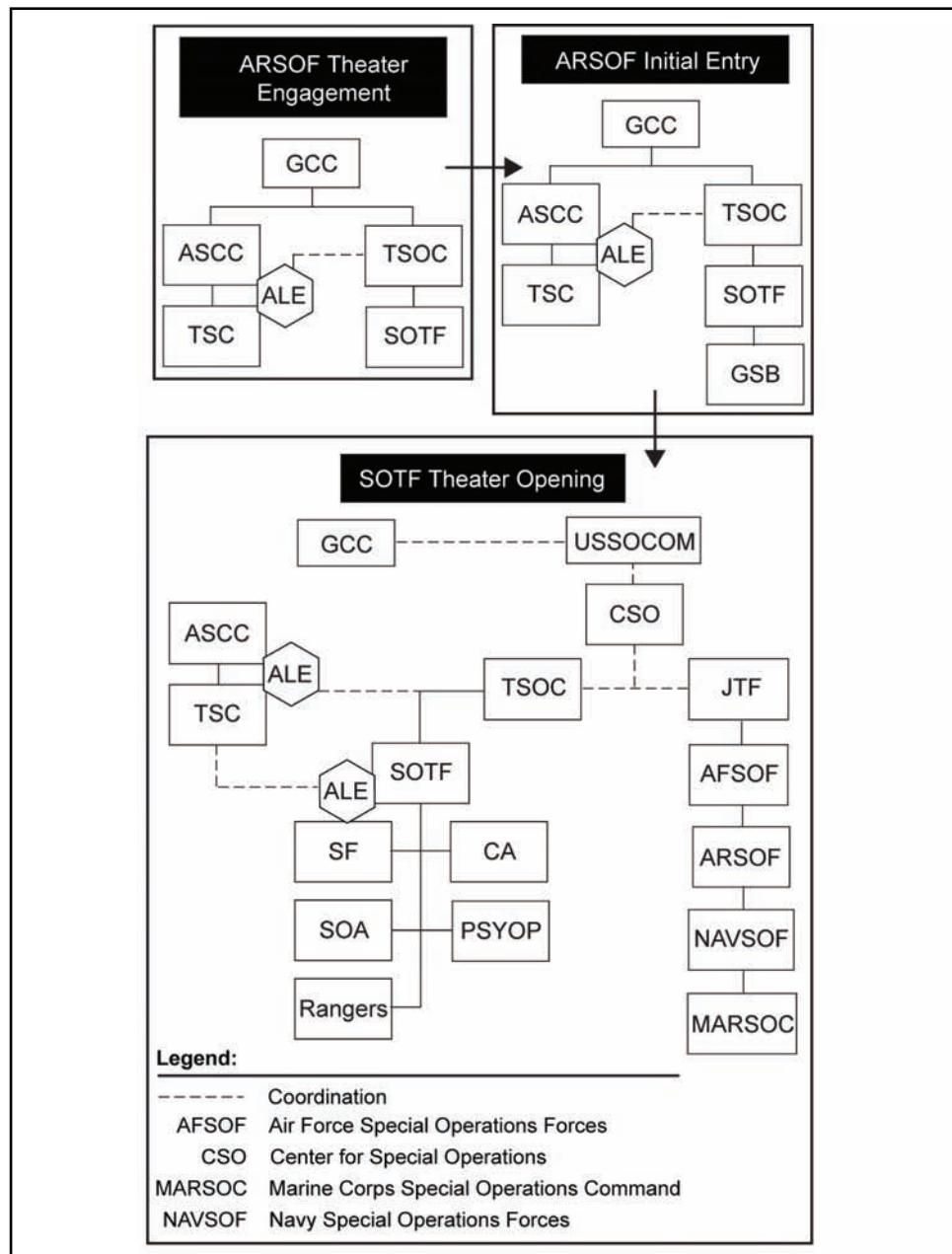


Figure 3-2. SB(SO)(A) employment

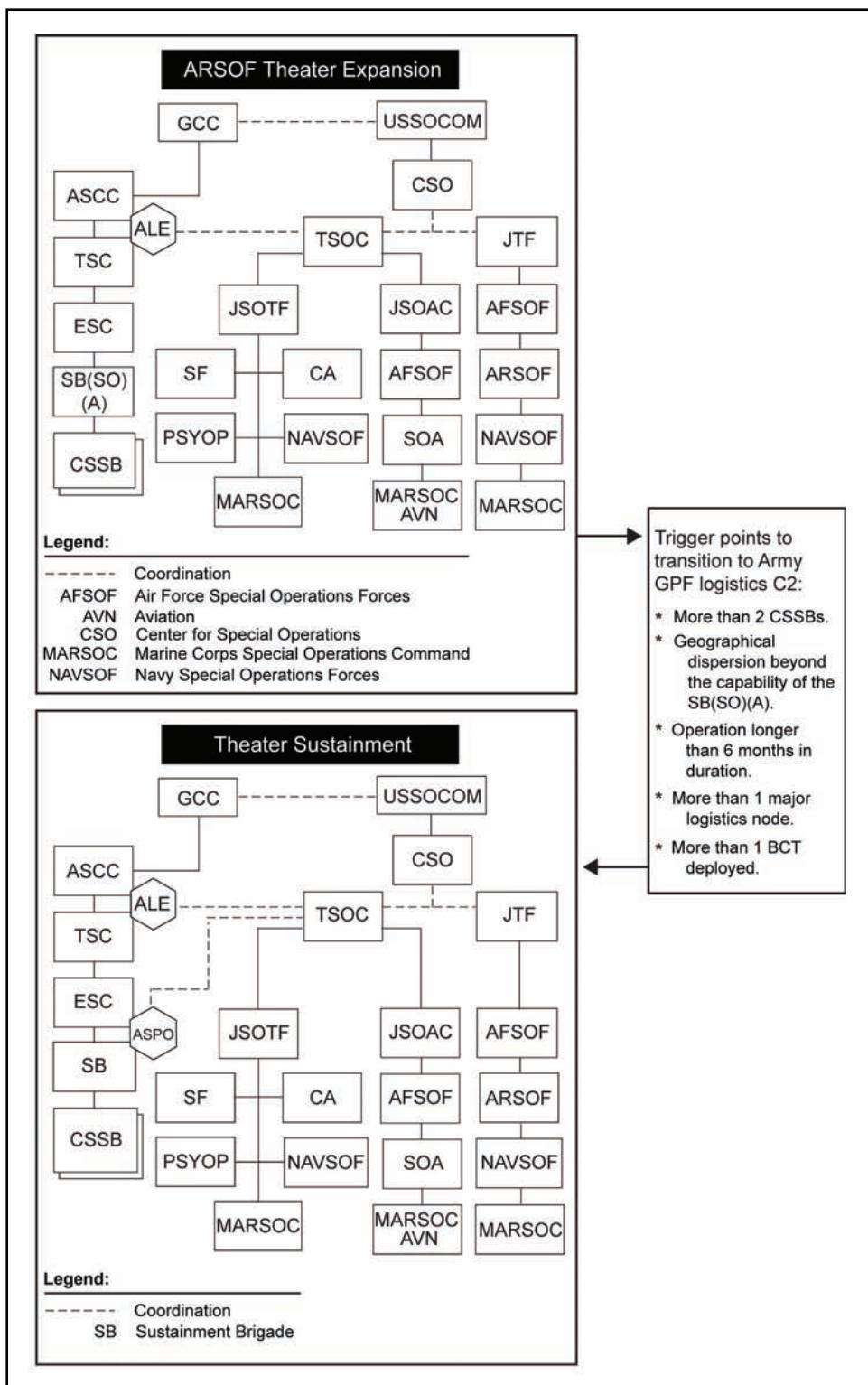


Figure 3-2. SB(SO)(A) employment (continued)

3-8. If Army GPF are required in-theater, the TSC deploys its ESC into the theater of operations to establish C2 of logistic operations and theater-opening functions, and, if deployed, to relieve the SB(SO)(A). The TSC establishes C2 of logistic operations in the theater and functions as the single operator for theater distribution, synchronizing the flow of forces and logistics in accordance with (IAW)

the JFC's campaign plan and intent. When an ESC is deployed, the SB(SO)(A) will deploy an ASPO cell to collocate with the ESC to synchronize ASCC-provided logistics support to ARSOF units.

3-9. The SB(SO)(A) Operations Division maintains an HSOC in CONUS manned by the Operations Division's SPO section as a reachback capability that provides coordination with the Operations Division's Plans Section and USASOC staff for further analysis in support of the ASPO and ALE missions. The Operations Division is transregionally focused and collaborates daily with the regionally focused forward-stationed ALEs and forward-deployed ASPO cells in order to maintain global visibility of logistics networks. The Operations Division provides logistics planning and analysis and provides the ALEs and ASPO cells a link to the CONUS Army sustainment base.

3-10. The Operations Division with forward-deployed ASPO cells and the forward-stationed ALEs form a global logistics coordination network to provide responsive and effective ARSOF logistics planning support to the TSOCs. This network ensures that the regionally focused ASCCs are responsive to the needs of ARSOF operating in their theaters.

CAPABILITIES

3-11. The SB(SO)(A) provides C2 to the HHC, SB(SO)(A); the airborne Special Troop Company (STC) (ARNG); an airborne forward support company (FSC) (ARNG); and the 112th Signal Battalion (SO)(A). The SB(SO)(A)—

- Provides expeditionary communications support; limited, short-term, and expeditionary Role 2 medical support; and logistics plans, synchronization, and coordination support to ARSOF.
- Deploys rapidly and task-organizes as required to provide C2 of logistics, Army health system (AHS), and communications support to ARSOF.
- Provides ALE support to TSOCs to conduct detailed logistics planning in support of ARSOF missions. ALE planning capabilities include maintaining a theater Army logistics estimate, identifying SOF logistics requirements, coordinating for resources to enable operational requirements, assisting the TSOC in the development of a concept of support, and coordinating through the SB(SO)(A) HSOC for SOF-peculiar and Title 10 support for ARSOF units.
- Will be prepared to provide C2 for two CSSBs in support of a JTF/JSOTF for up to 6 months.
- HQ ensures deployed ARSOF logistic and sustainment requirements are met by the ASCC, theater, HN, joint, and third-country logistics infrastructures.
- IAW proper mobilization standards, mobilizes ARNG Soldiers and equipment from the STC and FSC to execute the SB(SO)(A) mission. When employed in support of the SB(SO)(A), the ARNG Soldiers provide the base operating support (BOS) capabilities for the SB(SO)(A), such as engineering, base operations, food service and field feeding, communications, maintenance, unit ministry team (UMT), staff augmentation for personnel, and logistics automation management office (LAMO). The ARNG FSC is designed to execute tactical-level logistics operations as directed by the SB(SO)(A).

ORGANIZATION

3-12. The SB(SO)(A) HQ is made up of Active Army and ARNG sections. Figure 3-3, page 3-6, shows the SB(SO)(A) organization.

COMMAND GROUP

3-13. The command group consists of the SB(SO)(A) commander and his primary staff (deputy commanding officer, executive officer (XO), S-1, S-2, S-3, S-4, S-6, Operations Division chief, resource manager, brigade surgeon, staff judge advocate, chaplain, and command sergeant major [CSM]). The command section provides C2 of subordinate units, staff supervision, and operational-level ARSOF logistics planning. It functions as a C2 HQ under the direction of USASOC. In turn, it provides C2 of all battalions and separate units assigned or attached to the command.

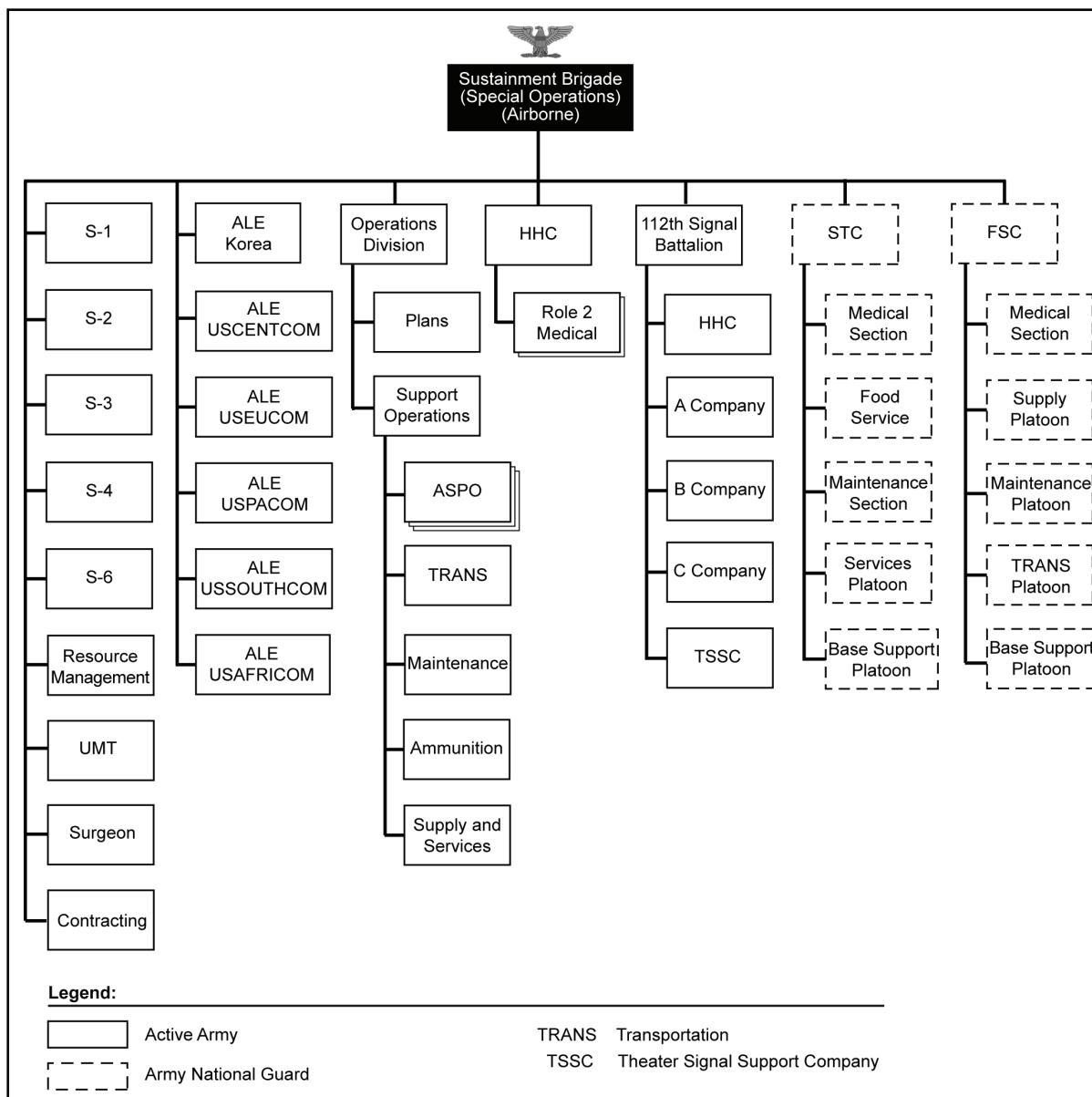


Figure 3-3. SB(SO)(A) organization

S-1 Section

3-14. The S-1 monitors and reports on HR functions, to include personnel accounting and strength management; personnel readiness management; personnel information management; reception, replacement, return to duty, rest and recuperation, and redeployment; casualty operations; essential personnel services; postal operations; morale, welfare, and recreation (MWR); HR planning; and administrative support. The section monitors the personnel status of assigned or attached units. The S-1 section is augmented with Soldiers from the STC who would be activated to better support the SB(SO)(A) during deployments.

S-2 Section

3-15. This section contains the personnel necessary for the conduct of intelligence/counterintelligence, operations, and training for the SB(SO)(A). It plans, directs, and coordinates OPSEC, intelligence, and training programs for subordinate units.

S-3 Section

3-16. The S-3 is responsible for all brigade internal operations. It plans, directs, and coordinates chemical, biological, radiological, and nuclear (CBRN) defense, internal plans and policies, and training programs for subordinate units.

S-4 Section

3-17. The S-4 plans, coordinates, and provides technical supervision for unit supply, field services, maintenance, and transportation functions of the unit. It manages exercises and contingency support. The S-4 section provides staff assistance on internal logistics. It monitors the materiel readiness of subordinate units. The S-4 staff personnel provide coordinating staff supervision over the food service and unit maintenance programs of all subordinate units. The S-4 also includes the property book officer (PBO) who oversees the formal property accountability for the SB(SO)(A).

S-6 Section

3-18. This section plans and coordinates the communications system organic to the HQ company and subordinate elements of the SB(SO)(A). The S-6 is completely resourced by Soldiers assigned to the STC and would be activated to fill out the SB(SO)(A).

Resource Management Section

3-19. This section manages and executes an annual command budget. It is advisor to the SB(SO)(A) commander and subordinate unit commanders on resource management issues. It also certifies, monitors, prepares, and analyzes all budget reports, program reviews, and future budget projections.

Unit Ministry Team

3-20. The UMT, under the staff supervision of the SB(SO)(A) chaplain, provides moral, ethical, and religious support to the brigade HQ and its subordinate units. It develops an area coverage plan that provides chaplain and religious services for all personnel within the support group's AOR. The UMT also organizes and provides the widest possible denomination coverage. It is part of the STC and would be activated to fill out the SB(SO)(A).

Brigade Surgeon

3-21. The brigade surgeon advises the SB(SO)(A) commander and subordinate unit commanders on medical readiness issues. The surgeon is responsible for planning, coordinating, and synchronizing AHS support to specific ARSOF missions. The brigade surgeon section supervises medical operations, medical materiel management, and medical training. It reviews OPLANS and CONPLANS to identify medical treatment capability, casualty evacuation (CASEVAC), and medical logistics gaps, and provides FHP guidance and assistance to mitigate disease and environmental threats. This section coordinates with units requiring medical Role 2 capability and plans tailored expeditionary medical packages to meet supported units' requirements.

Contracting Section

3-22. The contracting section provides situational awareness and guidance to USASOC with regard to contingency contracting issues. When directed, it deploys with the SB(SO)(A) to execute contingency operations. It assists units with home station contracting issues/actions. The contracting section provides ARSOF with the means to locally obtain available materiel, facilities, and services in an area where no current HN agreements exist. The section provides a centralized coordinating point for contingency contracting and procurement. It coordinates with procurement capability at the TSC to ensure requirements and resources are adequately supplied and that redundant contracting is avoided.

ARSOF LIAISON ELEMENTS

3-23. ALEs are the logistics service and support planning and coordination link between the GCC, TSOC, SB(SO)(A), and the ARSOF command structure. ALEs plan and coordinate with the TSOC and apportioned ARSOF during deliberate and crisis action planning. ALEs ensure that ARSOF logistics sustainment requirements and FHP requirements are known to, and provided by, the ASCC and its modular theater logistic structure. The SB(SO)(A) provides ALEs to TSOCs and ASCCs to conduct logistics planning and operations. ALE planning capabilities include maintaining a theater Army logistics estimate, identifying SOF logistics requirements, conducting TSOC CONOPS logistics support planning, coordinating for resources to enable operational requirements, and coordinating—through the SB(SO)(A) HSOC—for SOF-peculiar and Title 10 support for ARSOF units. The SB(SO)(A) ALEs are not a source of supplies, funds, or augmentation personnel for logistics support. On occasions when the ASCC is not involved in the operation or deployment of ARSOF, ALEs may be tasked to coordinate directly with foreign vendors, U.S. embassies, and allied forces.

3-24. The ALE consists of one lieutenant colonel (MOS [military occupational specialty] 90A), one major (MOS 90A), one master sergeant (MOS 92A), and one sergeant first class (MOS 88N), who assist in the integration of ARSOF support units with theater assets. It also—

- Serves as the primary interface between the ASCC, TSOCs, and USASOC staffs on logistics and health support issues.
- Maintains situational awareness on ARSOF units forecasted and apportioned to or currently operating in-theater.
- Establishes and maintains a theater logistics estimate in order to assist the TSOC and ARSOF units with operational-level planning for missions in-theater.
- Plans, coordinates, and ensures theater Army logistics and theater-opening units facilitate ARSOF RSOI requirements.
- Attends planning conferences at TSOC, ASCC, USASOC, and SB(SO)(A).
- Given specific TSOC missions, develops an ARSOF concept of support with recommended specified tasks to ARSOF units.
- Provides ARSOF with information concerning Army support in theater-named operations, exercises, and training events.
- Provides TSOCs and ASCCs information concerning ARSOF logistics requirements to support theater-named operations, exercises, and training events..
- In conjunction with 112th Signal Battalion, coordinates communications support to ARSOF.

3-25. ALEs are assigned to HQ, SB(SO)(A), Fort Bragg, North Carolina. They are forward-stationed as depicted in Figure 3-4, page 3-9.

3-26. The SB(SO)(A) employs ALEs to support the full spectrum of ARSOF missions. To realize its full capabilities, the ALE requires advanced planning and knowledge of the supported ARSOF unit before deployment. ALEs allow the unit commander and unit-level logisticians to focus their attention on internal and tactical support matters, while the ALE coordinates assets external to the unit.

3-27. For effective logistics support, USASOC, the SB(SO)(A), and the TSOC must make sure the ALEs are included in the initial concept and operational planning to determine the necessary requirements for the ARSOF units' arrival. The ALE must be included on all message traffic to remain current on support requirements and movement orders. The ALE may shift personnel supporting an exercise or operation to expedite support.

OPERATIONS DIVISION

3-28. The Operations Division is a multifunctional logistics staff section that provides C2 of the plans section and SPO section, and oversight of the ALEs. The Operations Division exercises directive authority over subordinate sustainment brigade units during the performance of current sustainment and support operations. The Operations Division, through the use of interoperable automation and communications, performs the daily management functions associated with tasking control for external support operations. It

becomes a “fusion information center” to collect, analyze, and anticipate logistic requirements in order to direct actions to better support ARSOF. The SPO section and assigned ASPO cells, in coordination with the ALEs and USASOC staff, provide the global logistical common operating picture (LCOP) of ARSOF logistic and sustainment operations that enable synchronization of logistic, signal, and AHS support.

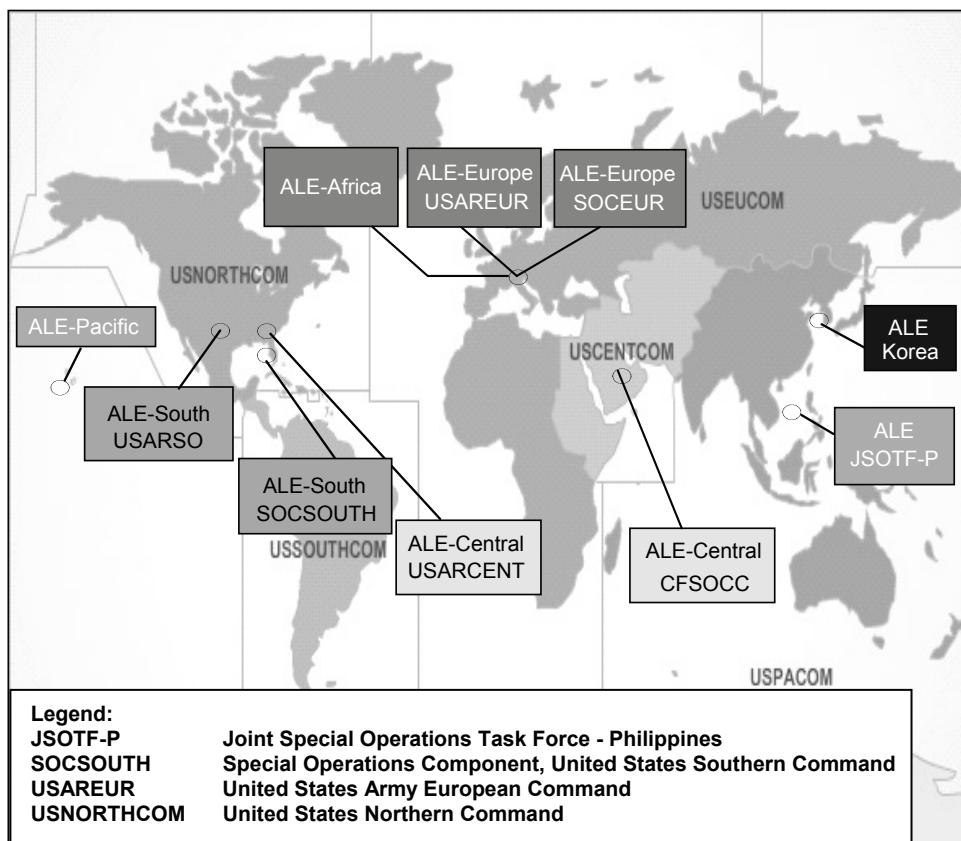


Figure 3-4. SB(SO)(A) ARSOF liaison element locations

Plans Section

3-29. The plans section of the Operations Division is transregionally focused at the operational level of logistics and serves as the link between the ALEs, USASOC, and USASOC units in the deployment and sustainment planning process. The plans section assists in the development and publishing of logistics concepts of support for operations and exercises in coordination with the ALE. It coordinates with the ALE and SPO section on a continual basis to ensure that logistics requirements are properly articulated to the USASOC. This section coordinates with the theater planners in USASOC G-3/4 to recommend task organization of USASOC units and logistics structures.

Support Operations Section

3-30. The SPO section synchronizes global logistical support for ARSOF. The SPO section provides supervision for three ASPO cells, transportation section, supply and services section, ammunition section, and the maintenance management section. The SPO section is responsible for manning the HSOC and providing a reachback capability for deployed ARSOF, ALEs, and ASPOs. This section maintains global visibility on ARSOF logistical support through daily contact with the ALEs and ASPO cells. The SPO section provides logistical analysis and acts as an entry point for CONUS-based support systems.

ARSOF Support Operations Cells

3-31. The ASPO cells coordinate, monitor, and synchronize logistics support for JSOTF operations, other ARSOF missions, and for joint/combined SOF where the Army is the executive agent. While ALEs are focused on logistics planning and coordination at the strategic end of the operational level of logistics, ASPO cells are focused at the tactical end of the operational level of logistics. The ASPO cells deploy from the SB(SO)(A) into the JOA (Figure 3-5) in one of the following four employment options:

- To reinforce an SFG staff for operations in logically immature theaters.
- To coordinate and monitor Army-common and SOF-peculiar logistics and AHS support for ARSOF by collocating with deployed ESCs and TSCs.
- To provide JTF/JSOTFs with logistics planning and coordination capability.
- With augmentation from the SB(SO)(A), to provide early-entry logistics C2 capability in support of an ARSOF-led JTF until a theater logistics infrastructure can be developed.

When not deployed, the ASPO cells man the SPO section in the HSOC and provide reachback to the ALEs and other deployed ASPO cells.

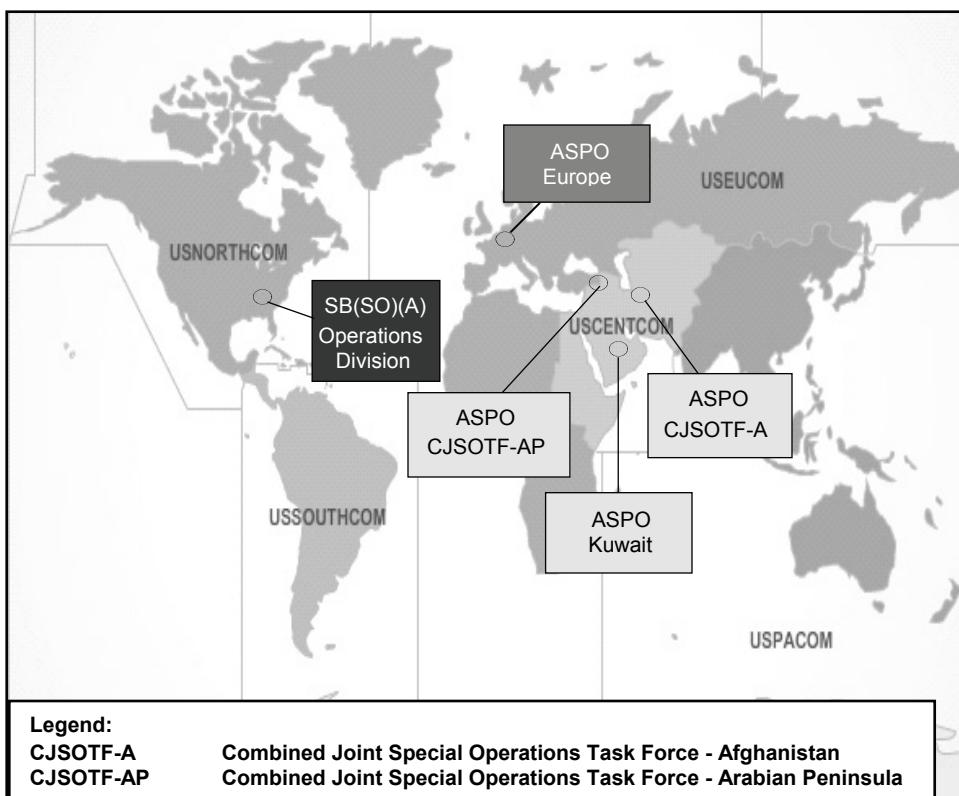


Figure 3-5. Globally-deployed SB(SO)(A) ARSOF support operations cells

Transportation Section

3-32. The transportation section provides USASOC with overall total asset visibility (TAV)/in-transit visibility (ITV) of all commodities and unit movements. The focus of the section is to manage movement and distribution operations, and to collect, collate, and analyze support information for the plans division, the individual commodity section, and the service managerial section. The transportation section plans for the use of aircraft and surface transportation assets specifically allocated or attached for logistics and distribution missions. It coordinates the consolidated shipments of materiel, monitors all inbound and outbound clearances, and coordinates for movement control team support, as appropriate. It maintains automated transportation movement control, tracking, and request systems. All other sections will channel

information to this section to improve the total distribution “pipeline” visibility, and to allow for overall coordination, prioritization, and decision making to be made by the SB(SO)(A).

Maintenance Section

3-33. This section manages maintenance operations for ARSOF assigned within its AOR or JOA. It maintains the Army equipment status reporting data and manages the Army Equipment Status Reporting System. It provides integrated, automated maintenance management for armament-combat vehicles, automotive ground-support equipment, and communications-electronics equipment. This section plans and forecasts maintenance and related material requirements based on future operational plans. It supervises the preparation and maintenance of inventory and activity reports, and recommends cross-leveling and evacuation of the maintenance workload. This section maintains the automated, integrated maintenance information system for the SB(SO)(A) and advises the SB(SO)(A) commander on maintenance and readiness issues.

Class V Section

3-34. The Class V section coordinates and facilitates supply management of all ammunition operations within its AOR or JOA. When deployed, the section maintains asset visibility of all munitions, conducts required supply rate/controlled supply rate analysis, maintains the munitions LCOP through TAV/ITV, manages munitions flow within the AOR/JOA, and provides the conduit to national-level providers.

Supply and Services Section

3-35. The supply and services section forecasts, coordinates, and supervises supply management for water; Classes I through IV, VII, and IX supplies; MA; and field services for ARSOF. This section plans and determines the requirements and recommends priorities for the allocation and distribution of supplies. It maintains visibility of on-hand and inbound supply stockages, recommends authorized stockage list (ASL) mobility requirements, and develops basic load recommendations. In addition, this office provides advice on the receipt, storage, and distribution of supplies within its AOR or JOA.

Role 2 Augmentation Medical Team and Medical Logistics

3-36. The medical section provides the only active expeditionary medical Role 2 capability in USASOC. The section provides two teams capable of providing sick call, advance trauma life support (ATLS), lab, blood, dental, X-ray, patient administration, and critical care patient-hold services. Each team can hold up to four critical patients and six noncritical patients and is capable of accepting surgical assets to provide resuscitative surgical intervention in an austere environment or in an environment where general purpose medical assets are unavailable. All SB(SO)(A) AHS assets are modular in nature and can be tailored to meet the specific needs of the supported SOF unit. The medical section’s logistics team provides Class VIII medical materiel management, including warehousing bulk materiel, potency and dated items, and medical equipment sets. It also provides biomedical equipment repair to the Role 2 teams and, as mission dictates, to designated USASOC units. The medical logistics element can deploy as a complete section or provide limited split-based operations while maintaining the garrison operations. The medical logistics section provides personnel to staff the brigade ASPO cells, as required.

112TH SIGNAL BATTALION

3-37. The mission of the 112th Signal Battalion is to provide operational and tactical communications for joint and Army SO commanders in support of contingency and crisis-action operations, and the WOT. The ARSOF signal battalion can provide signal force packages in support of ARSOF and other organizations, as directed. Additional tasks include providing communications for standing JTFs in USASOC and USSOCOM, as well as being the DRU to manage all USASOC satellite systems. The signal battalion also provides required coordination between the five theater Network Operations and Security Centers, Defense Information Systems Agency, TSOC J-6s, and USSOCOM.

3-38. The SB(SO)(A) is the brigade-level HQ for the 112th Signal Battalion. The signal battalion provides signal support and limited direct service support to ARSOF. The signal battalion also plans, engineers, monitors, sustains, and maintains ARSOF communications elements. FM 3-05.160, *Army Special Operations Forces Communications Systems Support*, provides further information on ARSOF communication capabilities.

SPECIAL TROOP COMPANY

3-39. The STC is an airborne ARNG MTOE organization designed to augment and round out the SB(SO)(A) to provide staff and base operating support. It is available for deployment worldwide in support of contingency missions. The STC has the capabilities of maintenance, field feeding, communications, UMT, and augmentation for the SB(SO)(A) S-1 and S-6. It also has a component of the LAMO, a Role 2 medical platoon with patient-hold capability, an air delivery section, MA section, laundry and bath with renovation section, and a base operating section.

Medical Section

3-40. The medical section provides one expeditionary medical Role 2 team capable of providing sick call, ATLS, lab, blood, dental, X-ray, patient administration, and critical care patient-hold services. The team can hold up to four critical patients and six noncritical patients and is capable of accepting surgical assets to provide resuscitative surgical intervention in an austere environment or in an environment where general purpose medical assets are unavailable. All SB(SO)(A) AHS assets are modular in nature and can be tailored to meet the specific needs of the supported SOF unit.

Food Service Section

3-41. The food service section provides organizational food service support to feed up to 400 personnel per day. It will be capable of providing ration ordering, breakdown, and preparation of hot meals using Line Item A, Unitized Group Ration (UGR) A, or UGR heat-and-serve rations.

Maintenance Section

3-42. The maintenance section provides base operations support and field-level maintenance for all Army-common and SOF-peculiar automotive, power generation, communication/electronic, and ground support equipment.

Services Platoon

3-43. The services platoon is designed to add a robust capability to the SB(SO)(A) when deployed. It consists of the following sections: air delivery section, MA section, and a shower, laundry, and clothing restoration (SLCR) section with a renovation section. The air delivery section will be capable of supervising unit preparation of up to 10 tons of general supplies and equipment per day for aerial resupply. It will also provide limited personnel parachute packing to ARSOF elements, unit-level maintenance of air delivery items, and limited heavy-drop capability. The ability to accomplish both aerial delivery and parachute packing functions simultaneously does not exist. The MA section possesses the capability to receive, process, temporarily store, and coordinate for the retrograde of human remains. The SLCR and renovation teams have the capability of supporting the SB(SO)(A) and a limited number of attachments—up to approximately 400 personnel—with laundry, bath, very limited organizational clothing and individual equipment (OCIE), and clothing repair services.

Base Support Platoon

3-44. This platoon can sustain the SB(SO)(A) while deployed; maintain power generation and heating, ventilation, and air conditioning; and provide limited but capable vertical and horizontal construction, as well as electrical repair. This platoon can support the SB(SO)(A) with limited combat engineering-related tasks and light earth-moving support, as well as fabrication of training facilities, light engineer capability, target fabrication, and supervision of HN contractor support.

Augmentation Platoon

3-45. The augmentation platoon consists of additional ARNG personnel who can meet the unique mission requirements for the SB(SO)(A). This platoon provides the capabilities of the SB(SO)(A) UMT, S-1, S-6, Distribution Management Center, and LAMO. The S-6 includes the ARNG augmentation personnel for the brigade-level communications capability for tactical LAN and a special operations communications assembly team to ensure communications commonality within USASOC. Additionally, the augmentation platoon provides personnel to fill staff positions as the XO, along with noncommissioned officer (NCO) support in the S-1, S-3, and S-4 sections.

FORWARD SUPPORT COMPANY

3-46. This multifunctional, airborne FSC provides supply, maintenance, transportation, limited engineer, and medical support to deployed ARSOF units. The FSC is an ARNG company under the C2 of the brigade troops battalion commander and available for deployment worldwide in support of contingency missions.

Medical Section

3-47. The medical section provides medical Role 1 care, including sick call and ATLS.

Supply Platoon

3-48. The supply platoon is designed to add a robust capability to the SB(SO)(A) when deployed. It consists of the five sections discussed in the following paragraphs.

Fuel Section

3-49. The fuel section is capable of receiving, storing, and issuing up to 75,000 gallons of Class III (bulk) per day. It can provide 2 days of supply at retail supply points, to include 50,000 gallons of aviation fuel, and establish up to two forward area refueling equipment systems.

Supply Section

3-50. The supply section is capable of supporting limited warehouse operations.

Ammunition Section

3-51. The ammunition section can operate an ammunition transfer point in support of customer needs.

Water Section

3-52. The water section can produce up to 24,000 gallons of potable water daily through two 600-gallons-per-hour (gph) reverse osmosis water purification units, which use an LS3 ultraviolet water purification system. The water section can also store a maximum of 3,000 gallons of water using one Forward Area Water Point Supply System (FAWPSS).

Food Service Section

3-53. The food service section provides organizational food service support to feed up to 400 personnel per day. It will be able to provide ration ordering, breakdown, and preparation of hot meals using Line Item A, UGR A, or UGR heat-and-serve rations.

Maintenance Platoon

3-54. The maintenance platoon provides BOS, food service, and field-level maintenance (organizational and direct support) for all Army-common and SOF-peculiar automotive, power generation, armament, construction, quartermaster, and ground-support equipment. The platoon also provides forward support in the form of mobile contact teams for forward positions on the battlefield.

Transportation Platoon

3-55. The transportation platoon provides limited motor transport movement control and arrival/departure airfield control group (A/DACG) support, to include materials handling equipment (MHE). The platoon can transport containerized and noncontainerized cargo, as well as limited lift of up to 400 personnel in one lift. In addition, the platoon can move 180 short tons by line haul and 250 short tons via local-haul methods.

Base Support Platoon

3-56. The base support platoon engineers are available to provide staff assistance and advice for utilities evaluation when establishing outside the continental United States (OCONUS) SOTFs or ISBs in austere operational areas. The base support platoon supervises the supported unit labor in the establishment of deployment cells capable of supporting 750 Soldiers and supervises the operation of these cells once established. Other capabilities include base camp construction; vertical and horizontal construction; K-span construction; masonry; limited road and route construction; establishment and maintenance of a power grid; demolitions; target construction; and breaching, mine, countermine, and demining operations.

Chapter 4

Special Forces Group (Airborne)

SECTION I – SPECIAL FORCES GROUP SUPPORT BATTALION

The multifunctional GSB provides logistical support to SFGs and attached units, and ties together the entire sustainment spectrum of supplies, maintenance, and services. The GSB commander is the group commander's senior battle logistician and serves as the single logistics operator for support to the SFG. This concept allows the SFG commander and his staff to focus on the war, while the GSB commander executes the SFG commander's logistical concept of support. Much like the SF warrior, the GSB logistician is a dedicated professional logistician whose primary focus is "sustaining the SOF warrior."

MISSION

4-1. The SF GSB plans, coordinates, and executes logistical sustainment operations for the SFGs, and, when directed, will support forces attached or assigned to a predominantly SF JSOTF. The GSB provides common-user and SOF-peculiar logistical direct support for field feeding, fuel, bare-base operations, ammunition, AHS, maintenance, limited transportation, aerial delivery, water production, common supplies, chemical decontamination, communication, intelligence, and operations support to the SFG.

4-2. The GSB is a multifunctional logistical organization organic to the SFG with structure and capabilities tailored to support the SFG. The GSB has significantly less force structure and capabilities than a BSB. The GSB plans and coordinates logistical operations with the TSOC, SB(SO)(A), TSC, and the ASCC. The GSB coordinates with the SB(SO)(A)'s Operations Division prior to deployment to obtain the operational-level planning data in developing the concept of support for tactical-level logistical operations. This planning coordination is critical in ensuring logistics support for all ARSOF within the theater of operations is considered, coordinated, and synchronized with the GSB and the TSC. During sustainment operations within the theater, the SB(SO)(A) ASPO cells can augment the GSB's SPO section in coordinating logistics support with the TSC, ESC, or sustainment brigade.

4-3. Logistics replenishment operations conducted by the TSC are critical for sustainment of SOF that are often deployed into isolated, austere, and nonpermissive locations. Failure to provide support to SOF places the JFC's CONOPS at risk of failure. During the early phase of JSOTF operations, before TSC forces deploy, the GSB provides C2 of all logistic operations and forces within the AO.

4-4. The GSB is joint- and multinational-capable in that it can accept augmentation of and employ common-user logistical assets from other Services and nations and integrate their capabilities into a cohesive plan supporting the JSOTF commander's operational concept. The GSB is capable, with replenishment, of supporting all of the SFGs' logistical requirements. With augmentation from the TSC or other Services and nations, the GSB can integrate their capabilities for CUL support for component forces of the CJSOTF. When component forces are assigned to a JSOTF, they will provide their organic support packages for Service-specific requirements and CUL support.

4-5. The GSB and SF BSCs may require Army logistics augmentation to provide logistics support during sustained operations or for a capability not organic to the SFG. This augmentation may be necessary when—

- The SOTF and Army forward operating bases (FOBs) are set up in undeveloped theaters without established Army theater opening, theater distribution (TD), or area support.

- The SOTF bases and Army FOBs are not established at fixed facilities.
- A high percentage of Special Forces operational detachments (SFODs) are committed simultaneously.

4-6. The SFG has the most robust AHS structure of any ARSOF unit. It usually has several physicians and physician assistants assigned at the group and battalion level. Each SFODA has two authorized SF medical sergeants. However, similar to other light units, authorization is dependent upon theater or SB(SO)(A) AHS assets for Role 2 and above support on an area basis.

ORGANIZATION

4-7. The GSB consists of a headquarters and headquarters detachment (HHD), a group support company (GSC), a group service support company (GSSC), a regional support detachment (RSD), and a tactical unmanned aircraft system (TUAS) section (Figure 4-1). The GSC has organic operations, chemical decontamination, signal, military intelligence, and combat tracking detachments. The GSSC is a multifunctional logistics organization consisting of a sustainment platoon, distribution platoon, field maintenance platoon, and medical platoon. The GSB controls consolidated logistical facilities and activities when the SOTFs and Army FOBs consolidate sustainment operations. It also augments the resources of the BSCs when subordinate battalions establish Army FOBs. With augmentation, a SOTF routinely deploys its three advanced operational bases (AOBs) to locations separate from the SOTF base.

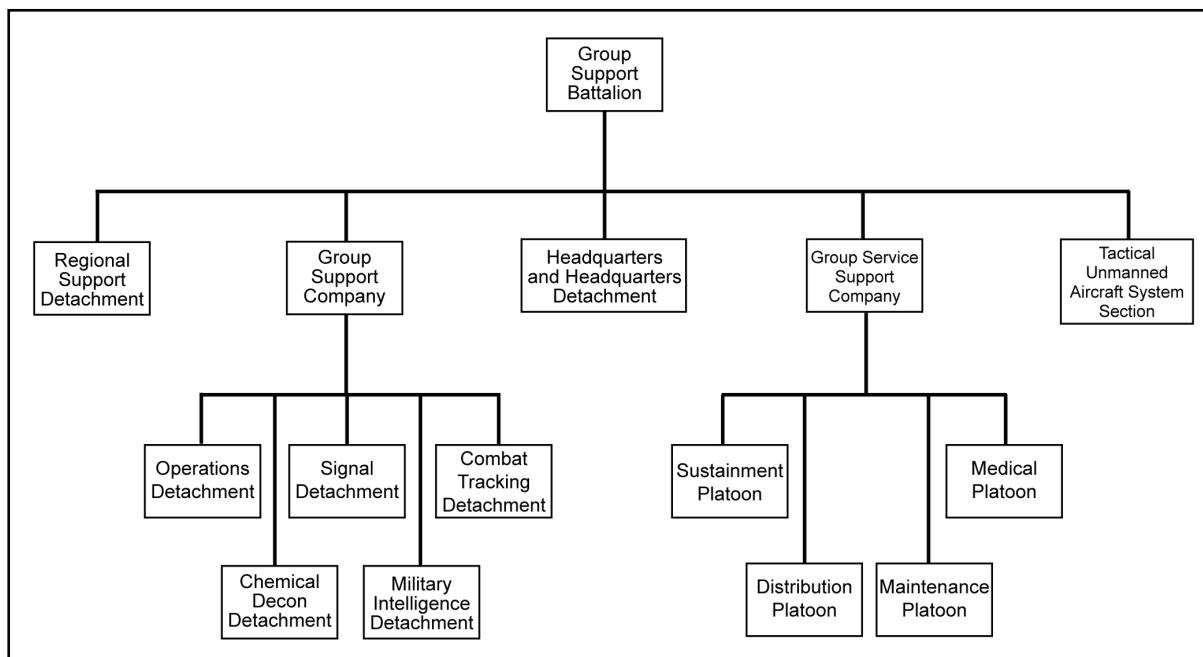


Figure 4-1. Group support battalion organization

4-8. The HHD of the GSB provides organic administrative and supply support for all assigned and attached personnel. It also provides battalion-level staff support to the GSB.

4-9. The RSD consists of 40 personnel trained in advanced special operations (ASO) and operational preparation of the environment (OPE), and provides the GCCs and USSOCOM commander ASO, military liaison element (MLE), and OPE-related capabilities. The MLE team is critical to the unconventional warfare (UW) mission assigned to the USASFC and plays a vital role in the future overall strategy to defeat adversaries with indirect lines of operation. There is one supply sergeant (MOS 92Y) within the RSD who accounts for all RSD equipment (requests, receives, stores, and issues organizational equipment).

4-10. The TUAS section is designed to provide the SFG commander with a primary day/night reconnaissance, surveillance, and target-acquisition system. The section provides enhanced situational awareness, target acquisition, and battle damage assessment/management, as well as the ability to penetrate into denied areas. Additionally, this section will operate base stations used for blue force tracking devices, such as the Grenadier BRAT and Mini-Transmitter Xcur systems fielded to SFODAs. This section will also manage SOF-unique commercial sensor systems issued under the Joint Threat Warning System program. The Shadow unmanned aircraft system (UAS) is the Army's current force UAS for the BCT. The Shadow provides the tactical maneuver commander near-real-time reconnaissance, surveillance, target acquisition, and protection day or night and in limited adverse weather conditions. The Shadow UAS has 15 personnel to support operations of which 9 are responsible for maintenance support.

4-11. The GSB may function in a highly dispersed manner with elements supporting battalion units, the SOTF support area, or initial staging bases, or by providing support from the home station. The GSB commander is the SFG commander's senior logistician and serves as the senior logistics advisor for support to battalion commanders. His staff monitors and manages sustainment operations through on-site supervision, recurring reports, and an array of digital information systems and other technological innovations.

4-12. The GSB provides logistical support for the SFG. The BSC service detachment performs unit-level supply, service, and maintenance functions for the entire SF battalion and its attached elements. When the battalion establishes an Army FOB, the service detachment commander coordinates and supervises support center (SPTCEN) logistics activities. He works for the BSC commander under the staff supervision of the S-4. The battalion service detachment does not have organic truck drivers in its supply and transportation section. However, there still must be close involvement with synchronizing the GSB and the battalion commander's BSC with the inbound shipments from echelons above brigade (EAB) SFGs. The GSB places a single smaller footprint on the battlefield through dispersion and centralization of sustainment because of this redesign and reliance upon distribution-based sustainment operations. The GSB, with its distribution management of logistics, continues to reduce the SFG commander's involvement with most of the complex logistical support decisions, but maintains task-organization decisions at the SFG level.

SUPPORT CENTER

4-13. The SPTCEN, under the supervision of the GSB commander, anticipates, requests, coordinates, and integrates logistics for the tactical mission. The SFG S-4, which is located in the SPTCEN, assists the GSB commander and his battle staff by providing in-depth analysis of the tactical plan and the sustainment requirements inherent to that plan. The SPTCEN has the capacity to pass logistics information using the Movement Tracking System (MTS) and the battle command sustainment support system (BCS3). The SPTCEN will receive information from the group and battalion operations centers (OPCENs) and battalion SPTCENs. The logistics functionality of the BCS3 gives the warfighter a clear picture of the current sustainment situation at his echelon of command and at subordinate levels for operational planning and execution. The BCS3 provides the logistian an overall tactical view and sustainment situational understanding of the battlefield. The Force XXI battle command—brigade and below (FBCB2), if available, reflects the tactical common operating picture and the BCS3 LCOP in near-real time. The FBCB2 allows the GSB to provide synchronized support to the SFG. When the SFG establishes a JSOTF or SOTF, the GSB commander serves as the SPTCEN director. The following staff personnel are located within the SPTCEN and report to the SPTCEN director:

- Logistics officer (S-4).
- Personnel officer (S-1).
- Staff Judge Advocate (SJA).
- Chaplain.
- Surgeon.
- Engineer.
- Budget officer.

COMMAND SECTION

4-14. The command section of the GSB provides C2 for assigned and attached units and supervision for the SPTCEN. The command section provides sustainment operations for the SFG and forces attached to the SOTF. It also provides information and logistics advice to the SFG and has the senior logistics advisor to the SFG commander and his battle staff.

4-15. The command section consists of the battalion commander, battalion XO, CSM, coordinating battle staff officers, and special staff. Battle staff officers supervise and coordinate the functions of subordinate sections. FM 5-0, *Army Planning and Orders Production*, discusses in detail these duties, to include the following:

- Provide information.
- Develop estimates.
- Develop recommendations.
- Prepare plans and orders.
- Supervise subordinate's actions.

4-16. Coordinating officers conduct battle staff mission analysis, develop estimates and plans, and implement policies and orders. They develop a reporting and monitoring system for battle staff operations in their area of expertise. They provide information updates to the battalion commander and exchange information with other battle staff sections on areas that are critical to mission accomplishment.

Commander

4-17. The GSB commander is the senior logistics commander and logistics operator for the SFG. He directs all units organic or attached in support of the SFG missions, and has OPCON of all SOTF logistics assets. He also has C2 of all elements in the SOTF for security and terrain management. In coordination with the S-3 and SFG commander, the GSB commander prepares the base defense plan, supervises the activities of the base defense operations center (BDOC), and ensures the group commander's logistics guidance is being fulfilled. When the group establishes a JSOTF, the GSB commander serves as the SPTCEN director.

4-18. The GSB commander commands all personnel and elements assigned or attached to the battalion and provides routine administrative and logistics support to the SFG and SOTF SPTCENs, OPCENs, and signal centers (SIGCENs).

4-19. He manages sustainment through the use of digital information systems and a technologically competent battle staff. He provides subordinate elements with clear missions, taskings, and a statement of his intent. The GSB commander and battle staff ensure that decisions, directives, and instructions are implemented along with fulfilling the commander's intent. They also advise the group commander on support, as required. The GSB commander's duties include the following:

- Serves as senior logistian and provides distribution management at the SFG level, and maintains situational understanding of the logistics assets required to support the SFG.
- Recommends to his commander the CCIRs.
- Provides leadership, discipline, tactical employment, training, administration, personnel management, supply, maintenance, communications, and sustainment activities.
- Develops and provides an LCOP in meaningful terms for the group commander and his staff.
- Stays personally involved in and aware of the sustainment mission and tactical situation throughout the group AO and SOTF operational environment.
- Establishes an effective perimeter defense plan for all assets within the SOTF that is fully coordinated with the group S-3. Personally ensures the establishment of the plan by subordinate commanders/leaders with on-site inspections.
- Develops fully coordinated, effective combat convoy movement plans with group and battalion commanders and their staff for execution, if necessary, with combined arms forces.

- Understands the full capabilities of the tactical and sustainment radio and data transmission capabilities available to the commander and his staff.
- Maintains contact with higher, lower, and adjacent supported and supporting units. He ensures they are used to full capability and effectively by trained staff and leaders.
- Knows the duties and capabilities of higher, lower, and supporting units; the support required; and what support each level or type of organization can provide.
- Provides commander's intent and mission guidance.
- Reviews tactical and logistical situation, and recommends the COA that best supports the group mission.

Executive Officer

4-20. The battalion XO is the principal assistant to the GSB commander. As second in command, he must understand internal functions of the battalion and tactical operations plus, when necessary, assist with SPO functions. He supervises the GSB battle staff and coordinates assigned missions with subordinate unit commanders. IAW command directives, he formulates battle staff operating policies. He also oversees the master policy file and supervises the SPTCEN when the GSB commander is unavailable. The GSB XO—

- Coordinates battle staff planning and response to the battalion commander's guidance.
- Disseminates time-analysis limitations to all battle staff sections.
- Supervises the battle staff mission analysis process.
- Assumes command of the battalion when the battalion commander is unavailable.
- Develops, approves, and monitors battle staff operating policies.
- Oversees coordination of information manager responsibilities for the battle staff.

Command Sergeant Major

4-21. The CSM is the principal enlisted advisor to the GSB commander on all matters pertaining to and dealing with the enlisted members and their families. He is an advisor and personal battle staff member whose general duties and responsibilities pertain to all levels of the command.

4-22. The CSM serves as the senior enlisted representative for the battalion. As an extension of the eyes and ears of the battalion commander, he maintains frequent contact with his subordinate units and monitors the pulse of the battalion. The duties of the GSB CSM include—

- Maintaining close coordination with the SFG's CSM.
- Providing the battalion commander information on the status of enlisted matters.
- Ensuring the health, morale, and welfare of the unit.
- Serving as the battalion's senior enlisted master trainer. The CSM ensures training solutions are resourced, executed, and assessed to satisfy mission-essential task list (METL) and battle tasks.
- Providing individual Soldier training proficiency in fieldcrafts and basic Soldier skills.
- Emphasizing training in fieldcrafts and warrior crafts (command post setup, field sanitation, and base and convoy defense).
- Recommending enlisted assignments to the GSB commander.
- Monitoring medical evacuation (MEDEVAC) operations.
- Identifying and helping resolve any battlefield sustainment problems.
- Monitoring MA operations.

S-1 SECTION

4-23. The S-1 provides HR and administrative functions to the battalion. The S-1 also assists in the administration of Soldiers attached to the SFG.

COMBINED S-2 AND S-3 SECTION

4-24. The S-2/S-3 officer and NCO inform the GSB commander on all intelligence preparation of the battlefield (IPB) information. They also develop the reconnaissance and surveillance (R&S) plan. The S-2/S-3 officer and NCO develop procedures for handling and using or disposing of enemy equipment and documents. The S-2 NCO supervises the handling of enemy defectors and materiel, and monitors enemy prisoner of war (EPW) collection point activities for the GSB. The NCO is also responsible for obtaining classified maps through staff S-2/G-2 channels required by GSB units. Finally, the S-2 NCO is responsible for the preparation of the following documents:

- Intelligence annex to orders.
- Daily intelligence summary for subordinate units.
- Operations estimates.
- Intelligence estimates updates.
- Paragraphs 2 and 3 of the GSB OPORD/OPLAN.

4-25. The S-2/S-3 officer is the operations, security, and training officer. He is responsible for internal GSB operations and works directly with the GSB SPO section, relying on the SFG staff for support. The S-2/S-3 advises and assists the GSB commander in tactical planning, coordinating, and supervising the communications, operations, training, and security functions of the battalion. The S-2/S-3 supervises the GSB functions that are not classified as logistics or medical. However, his role and that of the SPO officer require that they maintain constant contact and are collocated with the SPO in the SPTCEN. The S-2/S-3 writes and reviews the battalion tactical SOP.

4-26. The S-2/S-3 section monitors the tactical operations of the GSB, makes recommendations to the commander, publishes orders, and supervises implementation of plans and orders. It maintains the current friendly and enemy situations, positions units within the SOTF, and plans security that includes planning the equipment and personnel for the quick-reaction force. Also, in coordination with (ICW) the supporting military police (MP) unit in the SOTF, the S-2/S-3 section develops and implements the traffic circulation plan for the SOTF base. The SFG and GSB commanders ensure the SOTF security plan is integrated into the overall SOTF OPLAN or SFG OPLAN when operating in a noncontiguous operational environment. When the SFG and GSB commanders work with an MP section, FM 3-19.1, *Military Police Operations*, can provide additional guidance.

4-27. The S-2/S-3 section also plans and coordinates tactical movements. It receives closing reports and supervises (with staff oversight) route reconnaissance, tactical road marches, and appropriate battle staff activities during movement. The S-2/S-3 briefs and debriefs all convoys to gain and impart intelligence information. The GSB S-2/S-3 duties include the following tasks:

- Conducts continuous IPB.
- Debriefs patrols and convoys to gather potentially critical information for targeting future enemy operations or analyzing patterns and developing pattern analysis of the enemy.
- Conducts pattern analysis of the GSB's and other logistics unit's battle rhythm or reactions to contact and ascertains if the enemy could see and capitalize on them—if so, the GSB S-2/S-3 identifies them and then varies the unit schedule or actions accordingly.
- Continuously monitors route status.
- Conducts continual refinement, execution, and update of the R&S plan.
- Coordinates tactical intelligence activities between subordinate units and the SFG.
- Maintains a weather factor analysis matrix.
- Performs terrain analysis of the AO.
- Prepares situation-event and decision-support templates.
- Supervises preparation of the intelligence portion of OPLANs/OPORDs and maps.
- Develops the intelligence estimate.
- Distributes the analysis of the AO, as appropriate.
- Identifies intelligence-collection requirements.

- Assesses enemy vulnerability and probable COAs.
- Disseminates intelligence to subordinate units.
- Prepares reports on captured enemy materiel.
- Coordinates with explosive ordnance disposal (EOD) detachments/teams.
- Determines which group facilities are vulnerable to damage.
- Supervises protection training, to include individual and collective tasks for perimeter defense and tactical movement.

S-4 SECTION

4-28. The GSB S-4 provides technical supervision and assistance for unit-level support within the battalion. He is the GSB's primary logistics planner and coordinator. He exercises staff supervision over assigned logistics units. When a SOTF is established, the GSB S-4 is located with and reports to the SPTCEN director.

4-29. The GSB S-4 prepares the GSB's logistics estimate and makes recommendations on internal logistics activities. He also writes, ICW the SFG S-1, the internal service support annex to the GSB OPORD/OPLAN. He supervises personnel in the S-4 section. The GSB S-4 coordinates all internal GSB-related logistics planning with the SFG S-4 to ensure the GSB is integrated into the SFG logistics plan. The GSB S-4 will also coordinate for use of the commander's emergency response program funds with the SFG S-4.

4-30. The S-4 reports on the overall internal logistics situation. He reports significant problem areas and major deficiencies in basic loads. He should also include an account of significant incidents that hinder internal logistics operations.

4-31. The S-4, in conjunction with the S-2/S-3, prepares the unit administrative movement order for moves, although elements may move constantly. The S-4 develops and maintains administrative movement plans for all modes of transportation using FM 4-01-series publications. Unit movement plans should include—

- Security requirements.
- Logistics coordination requirements.
- Load plans for vehicle, aircraft, and rail cars.
- Duties of unit movement personnel.
- Preparation of transportation documents.
- Description (weight, length, width, and height) of outsized, unusual cargo.
- Coordination with the SFG S-4 and the SPO movement control officer.

4-32. The S-4 also coordinates movement plans with the SPO S-2/S-3 and monitors field feeding and sanitation activities within the GSB. He consolidates transportation requirements for GSB units and passes them to the SPO section. The S-4 coordinates through the SFG S-4 to obtain payment support for local procurement. The S-4 officer—

- Conducts continuous internal analysis to the GSB logistics preparation of the battlefield.
- Develops the internal logistics estimate.
- Keeps GSB battle staff informed of mission supportability from an internal logistics viewpoint.
- Monitors the unit supply and unit maintenance operations of subordinate units.
- Obtains maps and prepares overlays ICW other staff sections.
- Acquires and assigns facilities.
- Provides advice on food service operations and the command.
- Monitors property book activities.

4-33. The S-4 section processes requests for replenishing basic loads of all GSB elements and monitors the request of Class I, II, III, IV, V, and VII items. It requests and issues all required common table of allowance (CTA) 50-900 items within the GSB. It monitors requests that GSB elements submit for Class

IX items. The section also monitors the status for all battalion elements in the area of operational readiness of equipment. It prepares the Class III (bulk) forecast for the GSB and submits it to the SPO section. The S-4 section coordinates with the S-1 on unit strength and replacement data to project logistics requirements. Together, they also ensure GSB replacements are issued all authorized equipment.

4-34. Battalion units will transmit the logistics situation report (LOGSITREP) electronically to the SFG S-4 and GSB SPO section. Doing so allows the SPO section to identify problems quickly and allocate resources more efficiently. The FBCB2 also provides map graphics that portray unit locations, grid coordinates, and terrain features so the SPO section can track maintenance on the battlefield.

PROPERTY BOOK SECTION

4-35. This staff section supervises and manages the GSB's organizational property accounting system and ensures the unit procedures are within Army regulations and policies. The property book office monitors and evaluates subordinate supply operations while performing financial inventory accounting and advice to the GSB commander on proper property accounting procedures for Army-common and SOF-peculiar property.

SUPPORT OPERATIONS SECTION

4-36. The SPO section contains the personnel necessary for the coordination of the day-to-day sustainment and external support requirements. It provides the operational guidance to the SFG and maintains the interface with the CONUS-based and theater-management functions to the supported unit. The SPO section also—

- Maintains situational awareness of GSB assets.
- Monitors readiness status.
- Provides and oversees training in the GSB.
- Provides limited advice on CBRN matters through coordination with the SFG CBRN officer and decontamination detachment.
- Performs limited contingency contracting support.
- Coordinates logistics actions with the SFG staff.

4-37. This GSB SPO section, under the direction of the SPO officer, provides centralized, integrated, and automated command, control, and planning for all logistical management operations within the SFG. It coordinates with logistics operators and medical personnel in the fields of supply, maintenance, AHS, and movement management for the support of all units assigned or attached in the SFG area. Its primary concern is customer support and increasing the responsiveness of support provided by subordinate units, the BSCs, and attachments. It continually monitors the support and advises the battalion commander on the ability to support future tactical operations. With emerging technologies (BCS3, FBCB2, Blue Force Tracker, and MTS), the SPO section has access to information in near-real time. Therefore, the SPO section possesses the capability to view the tactical and logistics common operating picture in the SFG. This capability allows the SPO section to identify problems quicker and allocate resources more efficiently. The BCS3 gives the SPO section the visibility of the logistics status from the SF BSC to the GSB and potentially throughout the world depending upon the level of detail required. This battle staff section serves as the POC for supported units. It directs problems to appropriate technical experts within subordinate branches. The SPO officer either exercises staff supervision over the JSOTF SPTCEN or performs the duties of the SPTCEN director during the absence of the GSB commander. During early-entry operations, the GSB SPO section may be augmented with the SB(SO)(A) and/or ASPO cell to enhance the SPO section's capabilities, enabling it to perform limited theater of operations (TO) and TD functions. The TSC may also augment the GSB with Army logistical assets required to conduct TO/TD and area support functions within a SOF theater. The duties of the SPO officer include the following:

- Conducts continuous logistics preparation of the battlefield.
- Plans and coordinates for aerial resupply and plans for landing zones in the vicinity of the SOTF.
- Develops logistics synchronization matrixes.

- Submits logistics forecasts to the ASCC supporting organization.
- Coordinates and provides technical supervision for the GSB's sustainment mission, which includes supply activities, maintenance support, AHS support, and coordination of transportation assets.
- Identifies the appropriate logistical force structure to support the commander's tactical mission.
- Coordinates the preparation of the SPO estimate for external support.
- Provides support posture and planning recommendations to the GSB commander.
- Sets up and supervises the SFG SPTCEN.
- Coordinates with the SFG S-3 for air routes for supply and air MEDEVAC support.
- Provides centralized coordination for units providing support to the SFG.
- Analyzes the impact of BCS3 reports.
- Advises the battalion commander on the status of logistics support.
- Analyzes contingency mission-support requirements.
- Revises customer lists (as required by changing requirements, workloads, and priorities) for support of tactical operations.
- Coordinates external logistics provided by subordinate units.
- Advises the battalion commander on the supportability of GSB support missions and of shortfalls that may impact mission accomplishment.
- Serves as the single point of coordination for supported units to resolve logistics support problems.
- Plans and coordinates contingency support.
- Develops supply, service, maintenance, and transportation policies that include logistics synchronization and maintenance meetings.
- Plans and supports replenishment operations for all SFG units.

4-38. The SPO officer must work in conjunction with the S-2/S-3, S-4, and SFG S-6 to configure and operate BCS3. The SPO officer must maintain supply point and maintenance data entered into the system. Specific tasks for the SPO officer are—

- Gathering, inputting, and maintaining supply point logistics and maintenance data in the system.
- Developing the critical tracked items list to track supply point items of interest to the commander.
- Setting message-handling tables to correctly route supply logistics messages.
- Setting status thresholds for supply point items.
- Establishing reporting times for subordinate DS units.
- Setting support-to-supported relationships to reflect which supply points support which units.
- Establishing and setting CONOPS pairing IAW guidance from the SFG S-4.

4-39. The duties of the SPO sergeant include the following:

- Analyzing trends and forecasting requirements for supplies and equipment based on priorities and procedures.
- Coordinating major end item resupply activities within the group.
- Coordinating activities internal to the SPO section.

4-40. The SPO section plans and recommends the allocation of resources ICW the supported chain of command. This section forecasts and monitors the distribution of supplies within the SFG. Duties of the SPO section include the following:

- Conducts continuous logistics preparation of the battlefield.
- Determines petroleum and water requirements.
- Provides technical expertise on supply and distribution of petroleum and water.
- Reviews bulk-fuel forecasts and adjusts the forecasts after coordination with the SFG S-3 on the impact of tactical operations on fuel requirements.

- Provides technical guidance on water treatment, storage, distribution, and quality-control operations.
- Provides technical expertise on supply and field services support.
- Coordinates field services support for the SFG.
- Coordinates with the ASCC for evacuation of remains to CONUS.
- Coordinates and monitors all transportation within the SFG operational environment.
- Conducts battle staff inspections to resolve problem areas and provides supply functional expertise.
- Monitors Class IX ASL.
- Uses summary management reports to evaluate the efficiency of supply functions.
- Analyzes data and reports to determine efficiency of operations conformance to standards and trends.
- Monitors subsistence supply, storage, and distribution operations in subordinate units.

4-41. The GSB SPO section also has a role in distribution. It coordinates and monitors all transportation movements of replenishment stocks and services for and within the GSB. It also coordinates the transportation requirements for backhaul of equipment and supplies with the mobility branch in the designated ASCC sustainment brigade. Delivery priorities are coordinated with the GSB SPO section.

4-42. The GSB SPO section has two traffic management coordinators—a warrant officer and NCO—assigned to control the movement of transportation assets for the SFG. The traffic management coordinators monitor, control, and supervise the movement of personnel, equipment, and cargo. Movement can be by air, rail, highway, and water. They determine the most efficient mode of transport that accomplishes mission requirements. Specific functions of the traffic management coordinators within the GSB are to supervise cargo documentation and movement control for all transportation modes. They develop and review movement programs (to include convoy planning) for logistical support functions within the SFG. They advise in the preparation of support plans where transportation is required. They verify the accuracy of movement control documents. They ensure allocation of transport capability is appropriate to accomplish each mission in a cost-effective manner. When transportation requirements exceed the GSB's capability, the traffic management coordinators coordinate support with the movement control officer in the ASCC designated sustainment organization.

4-43. The addition of new enabling technologies will allow the traffic management coordinators to track, trace, and divert transportation platforms operating the SFG AO. The traffic management coordinators provide and use the ITV in the ARSOF TO. The GSB movement control NCO will coordinate with the STAMMIS to develop inbound/outbound requirements. He will also use the MTS and other ITV technology to get a near-real-time location of transportation assets and supplies. In addition, the traffic management coordinators are able to synchronize the delivery schedule via FBCB2 (if available) with customer units to minimize the offload/upload times. With FBCB2 and the MTS control station, the traffic management coordinators are able to give specific coordinating instructions to the vehicle operators without having to rely on manned control points. These new technologies allow information to be transferred between the SFG S-4, battalion S-4, GSB SPO section and the traffic management coordinators to schedule and synchronize transportation requirements within or in support of SFG/battalion operations. The duties of the SPO movement team include the following:

- The SFG has no capability to transport flat racks. The movement control NCO has flat track management and status reporting responsibility for the SFG movement control office. However, the ASCC will manage flat track movements.
- Prepares battalion movement plans and annexes in support of logistics or CONPLANS.
- Resolves movement priority conflicts with the SPO officer and S-2/S-3.
- Coordinates subordinate unit movement requirements with EAB.
- Regulates main supply routes used for unit moves.
- Operates the MTS.
- Coordinates movement of aerial logistical resupply.

GROUP SUPPORT BATTALION MAINTENANCE NONCOMMISSIONED OFFICER

4-44. The GSB maintenance NCO coordinates battalion maintenance operations with the SPO section and GSSC automotive maintenance and electronic systems maintenance warrant officers. The maintenance NCO consolidates unit maintenance reports, provides the commander and other battle staff sections with equipment status reports, and recommends controlled exchanges IAW the commander's priorities. He also monitors the shop supply list, the prescribed load list (PLL), and shop and bench stock, and coordinates recovery of equipment.

4-45. The SPO maintenance NCO plans and recommends the allocation of resources ICW the supported unit's chain of command. This responsibility includes coordination of maintenance operations. He also forecasts and monitors the workload for all equipment by type. The maintenance NCO uses the Standard Army Maintenance System-2 (SAMS-2) to collect and process maintenance operations data and to assist in the management of maintenance operations. The SAMS-2 provides maintenance information required to control workload, manpower, and supplies. The SAMS-2 capabilities are designed to assist in both maintenance and readiness management.

4-46. The BSC and GSB units transmit LOGSITREPs electronically to the SFG S-4 and GSB SPO (SPTCEN). Doing so allows the SPO section to identify problems quickly and allocate resources more efficiently. The FBCB2 (if available) also provides map graphics that portray unit locations, grid coordinates, and terrain features so the SPO section can track maintenance on the battlefield.

4-47. The SPO maintenance NCO develops the plans and policies for repairable exchange and Class IX operations. He monitors shop production and job status reports in the field maintenance section and BSCs. The NCO also monitors and reviews the combat spares and coordinates critical parts status with the ASCC supporting organization. For unserviceable items, the Standard Army Automated Retail System box in the GSSC generates disposition instructions based on the ASCC commander's guidance. Instructions include evacuation, cannibalization, and controlled exchange policies. With the SFG S-4, the NCO reviews backlogs on critical weapon systems. For any additional support requirements, the GSB SPO section coordinates through the SB(SO)(A) ALE and ASCC. The duties of the maintenance NCO include the following:

- Tracks and investigates Class IX high-priority requisitions.
- Assists with planning and coordinating contingency support.
- Recommends redistribution of maintenance workloads.
- Coordinates maintenance back-up support.
- Monitors units' maintenance posture using SAMS-2.
- Coordinates maintenance priorities with the SFG S-4.
- Provides recommendations to the SFG S-4 to redistribute maintenance assets within the SFG.
- Establishes maintenance priorities for workload management through coordination with the supported unit.

4-48. The GSSC automotive maintenance warrant officer uses the AMSS module in the ULLS-G to process and produce an automated mission condition status report. The ULLS-G will be replaced by the SAMS-E that incorporates the functions of SAMS-1 and ULLS-G. The SAMS-E automates unit-level supply, maintenance, readiness, and unit status reporting functions. It also tracks daily weapon systems and subcomponent readiness status, maintenance and related repair parts information, and management functions from the field-level maintenance activities. The AMSS replaced manual readiness reporting on the front side of DA Form 2406 (Materiel Condition Status Report). The ULLS-G box is located in the GSSC field maintenance platoon, maintenance control office. The automotive maintenance warrant officer is responsible for preparing the readiness report for the GSB commander to sign.

4-49. The GSSC maintenance warrant officer—

- Ensures mission-essential equipment is available to accomplish mission support.
- Controls battle damage assessment and repair (BDAR), recovery, and maintenance operations internal to the GSB.

- Determines maintenance priorities for GSB equipment with the battalion XO.
- Coordinates AMSS reporting with the appropriate staff agency.

LOGISTICS SUPPORT IN AN UNDEVELOPED THEATER

4-50. An undeveloped theater does not have an established U.S. theater sustainment base. Pre-positioned war reserve materiel stock (PWRMS), in-theater operational project stocks, and foreign nation support (FNS) agreements are minimal or nonexistent. When an SF unit deploys into an undeveloped theater, it must bring sufficient resources to survive and operate until it establishes a bare-base support system or makes arrangements for ASCC, HN, or third-country support. The bare-base support system may function from CONUS, afloat (amphibious shipping or mobile sea bases), or at a third-country support base. The bare-base support system relies heavily on strategic airlift or sealift for resupply.

4-51. Deployed ARSOF units in an undeveloped theater may bypass normal logistics echelons. They may request a modular support package from the ASCC tailored to provide specific capabilities that are not organic to the GSB/BSC. GSB assets not physically located in the AO can provide replenishment from CONUS or an ISB to reduce the logistical footprint as long as ASCC transportation assets are available. They may also rely on the SB(SO)(A) or ASCC contracting and ARSOF CA expertise to obtain support and sustainment from the HN. In practice, the solution may be some combination of all four options.

4-52. The planning and development of support relationships must occur before and during joint readiness exercises, security assistance mobile training teams, and other FNS operations. Support relationships developed in the ASCC theater support plan in conjunction with the GSB SPO, TSOC, and the SB(SO)(A) ALEs are a basis for continuous support relationships between the SFG and the ASCC/TSC elements providing modular support packages.

SUPPLY SUPPORT

4-53. Normal basic loads are inadequate for SF operations in an undeveloped theater. For example, an ARSOF unit may have to deploy with 30 days of supply (15-day order-ship time, 10-day operating level, 5-day safety level). Because this quantity of supplies exceeds the SFG's capacity to move and store them, the group and battalion S-4 normally divide these loads into accompanying supplies and preplanned follow-on supplies. Accompanying supplies are normally limited to the unit's basic and prescribed loads, plus additional Class I, III, and V supplies critical to the operation. The group and battalion S-3s must include accompanying supplies in all their predeployment load planning.

4-54. Supply procedures for most classes of supply vary in an undeveloped theater. Except for field rations, the SFG may rely heavily upon local contract support for fresh Class I supplies and dining facility operation. To reduce demand on the logistics system, ARSOF may purchase Class II, III, IV, and VI supplies locally or from third-party contractors. ARSOF normally receive Class V and IX supplies through the standard U.S. system, but with greater reliance on ALOCs. ARSOF may have authorization to stock low-density, high-dollar repair parts not normally authorized at unit maintenance level. Class VII supplies may include a combination of military and commercial equipment from U.S. and foreign sources. Replacement of unserviceable U.S. military equipment depends upon the duration of the operation, theater repair capability, loss rates, and the availability of operations, research, and facilities or PWRMS. The SFG has the capability to produce water; however, the SFG may include commercial water supply in an overall contract for custodial support, or it may obtain water from local sources or from U.S. water supply points.

FIELD SERVICES

4-55. The SFG and battalion have limited organic elements to provide field services. Additional field services support can be requested from the SB(SO)(A) or TSC. Field services include MA, airdrop, clothing exchange and bath, laundry, bread baking, textile and clothing renovation, and salvage. MA and airdrop are primary field services and are essential to the sustainment of combat operations. All others are secondary field services. Whenever possible, SF teams sustaining fatal casualties identify the human remains and place them in human remains pouches. They then evacuate the remains to the service

detachment for further evacuation to the supporting MA collection point. If the remains are contaminated, they and the pouches should be so marked. When an SF team cannot evacuate its dead, it conducts an emergency burial and reports the burial to the group and/or battalion. The group or battalion S-4 submits a record of interment through MA channels. Whenever possible, a unit chaplain or the SF team commander conducts an appropriate service to honor the dead.

4-56. ARSOF must coordinate and request an ASCC augmentation to perform the necessary support requirements. ARSOF elements may contract for general custodial services, including laundry, barber, and post exchange services. If laundry services are unavailable, the ARSOF logistics planner must arrange for clothing exchange through the standard U.S. system. ARSOF units contract or procure water locally. ARSOF may receive initial field services through the SB(SO)(A) until the ASCC establishes these capabilities.

MAINTENANCE

4-57. The SFG and GSB commanders must emphasize preventive maintenance checks and services in extreme, tropical, arid, and arctic environments that typically exist in undeveloped theaters. They may adjust the frequency of periodic services to assist in equipment readiness.

4-58. The group commander may contract for supplemental maintenance support of its Army commercial and SOF-peculiar equipment. In an undeveloped theater, fixed repair facilities may be unavailable and the SFG may be authorized to perform repairs not normally performed at the field maintenance level. The SFG commander should direct the GSB to review the MTOE to determine what he needs to meet increased maintenance demands caused by extreme environments or dispersed operations in an undeveloped theater. For example, he may need additional tools, special tools, repair parts, and test, measurement, and diagnostic equipment (TMDE) items.

TRANSPORTATION

4-59. Because undeveloped theaters have poor LOCs, Army aviation assets should deploy early, whenever possible, to support ARSOF logistics operations. These aviation assets must include an adequate maintenance support package for autonomous and continuous operations. The SFG commander, SB(SO)(A) ALE, TSOC, and TSC should review HN and any other possible lift assets to meet additional unresourced transportation requirements. Regardless of the source of aviation assets used to support an SFG, this support must be dedicated for administrative and logistical requirements in either an undeveloped or mature theater. Logistical replenishment operations conducted by the TSC are critical for sustainment of SOF that are often deployed into isolated, austere, and nonpermissive locations; failure to provide support to SOF places the JFC's CONOPS at risk of failure.

HUMAN RESOURCES SUPPORT

4-60. HR support remains dependent on METT-TC and will be capable of providing support from home station, an ISB, or from multiple deployed locations. HR support is conducted by brigade-centric S-1 operations ICW the SB(SO)(A), the ASCC, and USASOC.

ARMY HEALTH SYSTEM SUPPORT

4-61. The SFG has an extensive organic medical capability. The SFG can deploy with an AHS package to provide dedicated medical support until normal TSC health services are established. At the SFG level, the medical section provides Role 1 medical care to the SFG and, when augmented by an SB(SO)(A), Role 2 patient-hold package, which constitutes the nucleus of the capability of receiving any joint forward surgical element. The medical section provides AHS support to the SOTF base. This support includes unit-level medical support and health services, logistics emergency medical and resuscitative treatment for all classes of patients, emergency dental treatment, physical therapy, and preventive medicine support. The medical section also maintains Class VIII supplies, operates the STAMMIS, and provides veterinary support. The SFG has a flight surgeon, dental officer, physician assistant, veterinary officer, medical operations officer,

medical logistics officer, and an environmental officer. At the battalion level, each SOTF has a flight surgeon and physician assistant. At the SOTF, the surgeon and the physician assistant can perform advanced trauma life-support procedures and provide limited resuscitative care. The AHS package also includes a preventive medicine NCO capable of providing health threat evaluation and limited direct preventive medicine support. The lowest level of the AHS package is the SF medical sergeant as an independent health care service provider.

4-62. In an undeveloped theater, the group surgeon may use U.S., HN, or third-country medical facilities during normal operations. He can be used to augment the medical capabilities of the group and battalion medical sections. In this case, a group or battalion aid station may set up away from the SOTF in a centrally located HN hospital or clinic supporting multiple deployed SFODs. MEDEVAC to the SOTF base is unlikely because of the considerable distances that normally separate the SFODAs from the bases or other U.S. medical support.

OTHER SERVICES

4-63. The deployment of financial management, legal, and religious elements is dependent upon the size of the ARSOF element deployed and the duration of deployment. If not deploying as part of their parent organization, these sustainment elements provide support during mission planning. They continue to coordinate with the deployed element to provide support during mission execution, as needed.

RECONSTITUTION OF SPECIAL FORCES ASSETS

4-64. Reconstitution operations are specific actions taken to restore units to a combat-effective level. Reconstitution involves more than a surge in normal sustainment operations. Unit and individual training, unit organization, and human factors heavily influence the reconstitution decision. The commander two levels above the non-mission-capable (NMC) unit makes the reconstitution decision. For example, the TSOC and the ASCC decide how, or if, to reconstitute an NMC SOTF or unit. The SOTF commander decides how to reconstitute his subordinate SFODs.

4-65. Commanders have two reconstitution options—reorganization and regeneration. Reorganization refers to the measures taken within an NMC unit to restore its own combat effectiveness. These measures include reestablishing C2, cross-leveling resources, and combining two or more NMC subunits to form a composite mission-capable SFOD. The senior surviving member of the unit assumes command and immediately begins reorganization pending the reconstitution decision of higher HQ.

4-66. Regeneration rebuilds an attrited unit through the wholesale replacement of personnel and materiel and the conduct of mission-essential training. Replacement personnel and materiel may come from redistributed resources reserves or from the resources of higher or supporting echelons. A commander can execute the options separately, but he most often executes them in combination.

4-67. When a commander determines that he cannot obtain the resources to restore an NMC unit to combat effectiveness, he may resort to redistribution as an alternative to reconstitution. Redistribution reduces an NMC unit to zero strength and transfers its remaining resources to other units. Redistribution is the least desirable option.

4-68. If the TSOC decides that he cannot quickly restore the operational effectiveness of a SOTF, he must assign its mission to another SOTF. Surviving assets of the NMC base augment the existing SOTF assets. If the SFG commander decides that he cannot quickly restore the combat effectiveness of an attrited SF unit, the commander passes the mission to another SF commander.

SUPPORT AND SUSTAINMENT FOR SPECIAL FORCES OPERATIONAL ELEMENTS

4-69. All SF units require services to sustain food, water, and clothing, as well as medical and personnel needs. Likewise, SF units depend on other units for the same type of support. SOTFs often use a combination of TSC logistics, organic support, the SB(SO)(A), or other logistics systems to sustain their

operations. SF commanders and their staffs task-organize their assets to work with the logistics procedures and mechanisms existing in-theater.

4-70. Sustainment operations conducted with deliberate planning adhere to normal logistics operations. Mission planners in-theater must consider the following:

- Medical capabilities and evacuation.
- Transportation and POL capabilities.
- Resupply capabilities.
- Repair capabilities.
- MA.

4-71. The GSB has no organic MA assets and will require augmentation or will designate one NCO within the GSB SPO section or medical platoon to coordinate MA operations. The duties are as follows:

- Advises the GSB commander on MA issues.
- Coordinates MA operations in the SFG AO.
- Conducts continuous logistics preparation of the battlefield.
- Trains the SFG and GSB units and personnel on performing search and recovery, tentative identification, and evacuation of remains to the mortuary affairs collection point (MACP).
- Establishes the MACP within the SOTF.
- Coordinates with the SB(SO)(A) for augmentation by an MA collection platoon.
- Advises on emergency burial policy and the security and disposition of remains and personal effects.
- Plans and coordinates escort of remains.
- Maintains files, reports, and a situation map on MA support activities.

4-72. Individual units are responsible for initial search, recovery, identification, and evacuation of remains to the Army MACP. The MACP provides temporary storage of remains and personal effects before evacuating the remains and their accompanying personal effects. When tasked, the MACP also provides support to units of the SOTF by providing personnel to supervise postcombat search-and-recovery missions or interment.

4-73. The MA NCO recommends to the GSB commander the best location within the JSOTF for the MACP. Sites are screened from passing troops, and access to the site will be the responsibility of the noncommissioned officer in charge (NCOIC) at the MACP. Collection points are usually located near the main supply route. Once the site has been approved, administrative orders are published detailing the location of the MACP. The GSB commander provides adequate manning to assist the MA NCO in establishing and operating the site. During this time, the ASCC MA company deploys an MA collection section to the GSB.

4-74. ASCC vehicles bringing supplies (except Class I) to the SOTF evacuate remains to the collection point as a backhaul mission or by throughput to the sustainment brigade collection company. The best method to evacuate remains is by air (fixed or rotary wing) ICW the GSB SPO section, SFG S-3, and ASCC G-3 air. The ASCC G-3 approves, requests, and tasks the aviation brigade to perform the mission. Applying the throughput concept, remains may be evacuated directly to the rear for shipment to the port of embarkation mortuary. This method of evacuation allows for expeditious processing and minimizes advanced stages of decomposition of remains. For morale purposes and respect for the deceased, remains should always be covered and screened from sight during transportation.

RESUPPLY METHODS

4-75. SFODAs brief SF company commanders, or SOTF commanders and staffs, on the quantity and types of equipment and supplies that will accompany the SFODs during infiltration. The following factors influence the selection of the accompanying supplies:

- Assigned mission, scope, and duration of operations.
- Resistance force size, capabilities, logistics needs, and responsiveness to U.S. control.

- Hostile capabilities.
- Availability of resources in the AO.
- Method of infiltration.
- Operational posture (low-visibility or clandestine).
- Difficulty of repairing or replacing critical items in the AO.

4-76. Based on these considerations, the SOTF or JSOTF staff establishes supply levels for each class of supply in the joint special operations area (JSOA). It then determines the sequence, method, and timing of delivery.

4-77. The SOTF or AOB plans for three types of resupply missions: automatic, emergency, and on-call. The SOTF S-4 requisitions the supplies and equipment for these missions through the GSB to the ALE. Resources are then provided by the TSC. SFODAs normally preplan for resupply missions while in isolation.

AUTOMATIC RESUPPLY

4-78. Automatic resupply provides items that could not accompany the SFODA during infiltration. Automatic resupply provides essential subsistence, training, and operational supplies to the SFODA and its indigenous force on a preset schedule. The delivery time, location, contents, identification marking system, and authentication are preplanned. The SOTF sends supplies automatically unless the deployed SFODA cancels, modifies, or reschedules the delivery.

EMERGENCY RESUPPLY

4-79. Emergency resupply is limited to mission-essential equipment and supplies to restore the operational capability and/or survivability of the SFODA and its indigenous force. The JSOTF delivers an emergency resupply when either of the following occurs:

- Radio contact has not been established between the deployed SFODA and its supporting base within a set time period after infiltration.
- The deployed SFODA fails to make a preset consecutive number of scheduled radio contacts.

ON-CALL RESUPPLY

4-80. On-call resupply provides equipment and supplies to the deployed SFODA to meet operational requirements that cannot be carried during infiltration or to replace equipment lost or damaged during the operations. The deploying element, rigger section, and S-4 prepack on-call resupply bundles. The bundles are held in a secure location and then delivered when the SFODA requests them.

CACHES

4-81. Caches are an alternative form of resupply. SFODAs can stockpile materiel within the JSOA to support future operations. They can also recover caches emplaced by other units from previous operations. Using caches from previous operations must be coordinated with the commander controlling the JSOA.

LIMITATIONS OF THE GROUP SUPPORT BATTALION

4-82. The GSB is not designed to provide all or part of the logistics functions listed in the following paragraph. Paragraphs 4-50 through 4-52 explain how the logistics functions are provided.

4-83. A requirement exists to plan for and receive augmentation based on METT-TC to accomplish the assigned mission. Assessing the mission and task organization of the GSB is critical in every mission analysis. Factors and limitations to be considered are as follows:

- Urban areas, dense jungles and forests, steep and rugged terrain, and large water obstacles limit movement.

- The GSB has no organic MA capability for collection, processing, and evacuation without augmentation.
- Laundry and bath is not organic to the SFG; support is provided by the SB(SO)(A) or TSC.
- Limited financial management.
- Limited Class IX and VIII storage capability.
- Limited capability to reconfigure load. Ammunition from EAB must be in strategic or operational configured loads.
- No firefighting capability.
- EOD is not organic to the SFG and requires augmentation from the ASCC.
- HR other than its own unit S-1 HR operations; it relies on the ASCC to provide additional critical wartime personnel support.
- Legal support is limited to the assigned SFG; augmentation to support all Judge Advocate General (JAG) functions is required.
- Limited maintenance backup support to the battalion units.
- No organic band support.
- No optical fabrication and blood product management support.
- No organic air MEDEVAC support.

SECTION II – GROUP SUPPORT COMPANY

4-84. The GSC consists of five detachments. (Figure 4-2). The detachments are an operations support detachment, a chemical decontamination detachment with limited reconnaissance, a signal detachment, a military intelligence detachment (MID), and a combat tracking detachment (CTD).

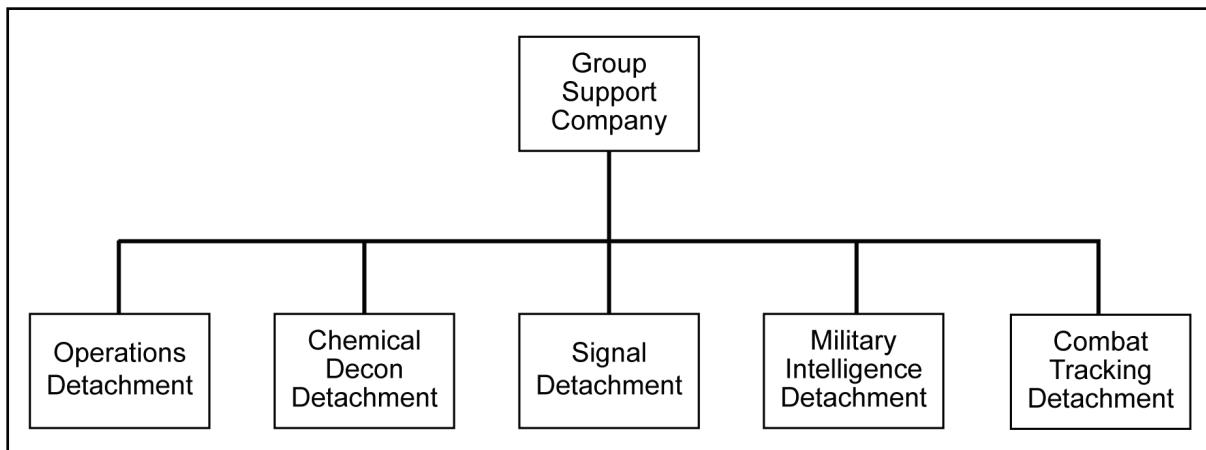


Figure 4-2. Group support company organization

OPERATIONS DETACHMENT

4-85. The GSC operations detachment assumes management of isolation/mission planning and rehearsal of subordinate warfighting elements. It is the single point of coordination for supported units to resolve logistics support problems. The detachment also provides an enabler for potential reduction of 4-day isolation, planning, and rehearsal requirements to a 48- to 24-hour goal. Capabilities will include the following:

- Language/cultural section manages language lab, reducing contract support requirements.
- Combat environmental section provides advanced sustainment of survival and evasion TTP.
- Marine operators section manages dive locker, eliminating contract requirements (augmented with civilians on the Table of Distribution and Allowance [TDA]).

- Advanced special operations trainer/officer conducts the exercise, and the advanced target section conducts advanced force operations and serves as liaison with other government agencies (OGAs).
- Special Operations Target Interdiction Course section manages the nonstandard weapons pool.

CHEMICAL DECONTAMINATION DETACHMENT

4-86. This detachment provides CBRN decontamination support to its parent SFG and its associated JSOTF SO area, to include planning and preparing for conduct of thorough operational SOF-specific decontamination missions. The chemical decontamination detachment can be task-organized into teams to augment the SFG SOTFs. It can assist in CBRN operations planning, decontamination, and limited CBRN reconnaissance to support contamination avoidance, as required. The chemical decontamination detachment maintains the capability to detect and identify select toxic industrial materiel using commercial off-the-shelf detection devices.

SIGNAL DETACHMENT

4-87. The signal detachment installs, operates, and maintains secure internal and external SOTF communications with deployed SFODAs and units under the group's direct C2. Base communications support includes message center services, internal telephone communications, electronic maintenance, and photographic support. When the group establishes a SOTF, the signal detachment commander serves as the systems control (SYSCON) officer and assists the SIGCEN director. When the detachment is formally detached from the support company, the detachment commander exercises normal company-level command; however, the detachment depends on the support company for administrative and logistics support.

MILITARY INTELLIGENCE DETACHMENT

4-88. The group MID contains most of the group's single-source and all-source analysis capability. The MID performs collection management; all-source fusion of single-source information; analysis, production, and dissemination of finished intelligence products; and the control and management of the sensitive compartmented information communications team.

COMBAT TRACKING DETACHMENT

4-89. The CTD provides the SFG commanders with tactical military working dog (MWD) capabilities. It is the focal point for providing integrated technical and tactical exploitation operations to the SFGs via the use of trained specialists and MWDs in combat visual tracking and combat tracking dog employment. The CTD is structured to conduct unilateral specialized tracking missions against high-value targets designated by the SFG or CJSOTF commander. It is composed of seven personnel: a kennel master and six canine handlers (MOS 18B/C) with no logistics personnel.

4-90. The CTD provides SFODs with combat MWD sensory augmentation for use in the following operations:

- Scout dog roles.
- Mine and tunnel exploitation and search.
- Rural and urban combat tracking operations.
- Off-leash sensitive site exploitation for cache and spider hole discovery.
- Off-leash advanced close quarter battle entry and suicide bomber alert and interdiction.
- Suspect/insurgent apprehension and detention.

SECTION III – GROUP SERVICE SUPPORT COMPANY

4-91. The GSSC is a multifunctional logistics company providing maintenance, Classes I through IX supplies, water production with limited distribution, bare-base support, aerial delivery, ammunition holding, FHP support, and transportation. The GSSC is independently deployable and capable of providing CUL support to a force package of approximately 2,200 personnel when combined with the logistics support capabilities resident within the SF battalions. For support to progressively larger-sized SO force packages, in multiple locations, the battalion will depend upon augmentation from the ASCC, TSC. Figure 4-3 shows the GSSC organization.

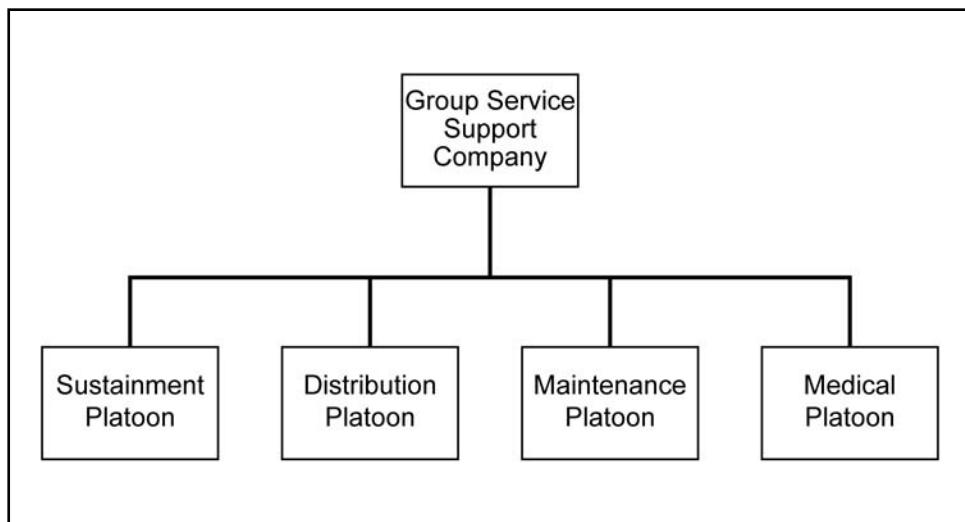


Figure 4-3. Group service support company organization

SUSTAINMENT PLATOON

4-92. The sustainment platoon provides essential sustainment to the SFG units. The platoon provides the SFG a single source for all supply (less Class I [water], III [bulk], and VIII [medical] operations). It provides Classes I, II, III, IV, V, VI, VII, and IX support to the SFG. The supply platoon receives, stores, and issues limited Classes II through VII, III, and IX. It receives and distributes, in conjunction with the transportation platoon, Classes I and VI from the field-ration issue point. The platoon also receives and issues Class VII, as required. It maintains limited Class II, III, IV and IX ASLs for the SFG. The ammunition transfer and holding point section supports the SFG with Class V and operates the SFG's holding point. The sustainment platoon is made up of the sections discussed in the following paragraphs.

SUPPLY SUPPORT ACTIVITY

4-93. The supply support activity (SSA) receives, stores, and issues Class I, II, IV, VII, VIII, and IX supplies. It operates the SARSS-1 and provides connectivity distribution hubs that form a sustainment network. These connections are made up of commercial very small aperture terminals (VSATs) for long-haul communications, coupled with Combat-Service-Support Automated Information Systems Interface wireless equipment to provide LAN connectivity. The SSA also provides necessary repair parts and resupply repairable exchanges. This element uses SARSS-1 and related automated systems to provide ASL stock control, receipt, storage, and issue management, and is capable of receiving but not transporting containerized configured loads.

CLASS III SECTION

4-94. The Class III section provides reinforcing Class III (bulk) resupply to the BSCs and area support to units attached to the SFG SOTF. It also receives, stores, and issues Class III, as well as maintains the Class

III basic load for the SFG. The Class III section can receive and issue up to 25,000 gallons of Class III (bulk) and 2,500 gallons of diesel daily.

AMMUNITION TRANSFER HOLDING POINT SECTION

4-95. The ammunition transfer holding point (ATHP) section receives, issues, and performs limited storage, and supports units attached to the SFG SOTF. This section can operate one ATHP and maintain ammunition automation management systems required to manage, requisition, and report expenditures of munitions. This section also coordinates with ammunition surveillance personnel to ensure safety and quality of stored munitions. Distribution of Class V is METT-TC-dependent and should be planned before deployment.

WATER SECTION

4-96. The water section has the capability to purify water required to sustain the SFG and attached units collocated at the JSOTF, and reinforce water purification teams organic to the BSCs.

DISTRIBUTION PLATOON

4-97. The distribution platoon provides limited transportation, aerial delivery, and movement control support for the SFG. The following sections make up the distribution platoon.

TRUCK OR TRANSPORTATION SQUAD

4-98. This squad transports personnel and classes of supply within the confines of the SOTF, primarily supporting the A/DACG mission. Additionally, truck assets can be used to transport ARSOF personnel and SOF-unique equipment from an isolation holding area to the aerial port of embarkation (APOE). The squad also transports supplies from the SOTF to designated areas in support of an ARSOF mission. It is also capable of 125 short-tons line haul or 90 short-tons local, with lift for 120 passengers.

MOVEMENT CONTROL TEAM

4-99. This team provides coordinating instructions between the United States Air Force (USAF) tanker/airlift control center and the deploying or redeploying units. The movement control team will validate the ARSOF aircraft load plans. It will inspect and certify hazardous materials for air movement. The movement control team will request aircraft and plan aircraft configurations. The movement control team will prepare the movement timetable for passengers and equipment to report to the alert holding area section for departure events. It may also act as military custom inspectors during A/DACG operations in support of SOTF operations.

AERIAL DELIVERY SECTION

4-100. The aerial delivery section is capable of supervising unit preparation of up to 10 tons of general supplies and equipment per day for aerial resupply. It will also provide limited personnel parachute packing to ARSOF elements and unit-level maintenance of air delivery items. The ability to accomplish both aerial delivery and parachute-packing functions simultaneously is limited.

4-101. The group and battalion air delivery sections do not have the capability to conduct sustained airdrop support for SF operations. The ASCC airdrop supply company may augment the group's organic capabilities by providing the group and battalion with dedicated support teams or by providing reinforcing support, dependent upon METT-TC.

MAINTENANCE PLATOON

4-102. The maintenance platoon provides BOS, food service, and field-level maintenance for all Army-common and SOF-peculiar automotive, power generation, armament, construction, quartermaster,

communication, electronic, and ground support equipment. The platoon also provides forward support in the form of mobile contact teams.

4-103. Field maintenance combines the organizational and DS levels of sustainment. This platoon has mechanics fixing both organizational- and DS-level mechanical deficiencies. The organizational and DS repair parts ordering is performed by the same clerk. Until the ULLS-G is replaced by the SAMS-E that incorporates the functions of SAMS-1 and ULLS-G, the following practice will be used. If a vehicle is NMC for organizational-level maintenance, the ULLS-G operator enters that information into the ULLS-G computer. The ULLS-G computer assigns an organizational work order number. If the vehicle requires DS-level maintenance, an organizational work order (DA Form 5990-E [Maintenance Request]) is generated by the ULLS-G. In the absence of the ULLS-G computer, a DA Form 2407 (Maintenance Request) is then completed and entered into the SAMS-1. The SAMS-1 assigns a DS work order number. The maintenance control section (MCS) provides maintenance information management to the SPTCEN by transmitting data, wireless transmission by Combat Support Services Automated Information System Interface, VSAT, and other communication systems, from the MCS's SAMS-1 box to the GSB SPO section's SAMS-2 box. When the SAMS is not available, the MCS will use a disc to transfer data.

MAINTENANCE CONTROL SECTION

4-104. The MCS handles the in-and-out processing of all equipment requiring repair and operation of the SAMS-1. This processing includes, but is not limited to, calibration, modification work orders, warranty claims, and bench-testing. The MCS develops, establishes, and implements maintenance policies, procedures, concepts, and programs. It maintains logistics management of shop and bench stock. This section assures quality control of all maintenance actions, and supervises the electronic and ground maintenance technical inspectors. It ensures that service is provided on a first-come, first-served basis, unless a priority is requested IAW the priority designator of the owning commander. Furthermore, the MCS coordinates for maintenance actions that are beyond the capabilities of the maintenance sections.

GROUND MAINTENANCE SECTION

4-105. This section performs field and limited sustainment-level maintenance on Army and SOF-peculiar automotive, power generation, armament, construction, quartermaster, and ground support equipment. The ground maintenance section also provides support forward in the form of mobile contact teams, and performs vehicle recovery and evacuation of unserviceable Army-common and SOF-peculiar ground support equipment. This section also operates the SAMS-1 and ULLS-G, and maintains PLL and shop and bench stock.

ELECTRONIC MAINTENANCE SECTION

4-106. The electronic maintenance section provides field and limited sustainment-level maintenance on Army and SOF-peculiar communications and electronic equipment. It operates the SAMS-1 and maintains shop and bench stock. The section also provides for the evacuation of unserviceable Army-common and SOF-peculiar electronic equipment.

BARE-BASE SECTION

4-107. The bare-base section consists of carpenters, electricians, and plumbers that supervise supported unit supplied labor in the establishment of USASOC's bare-base system. The bare-base sets are air-transportable, modular systems that provide unit commanders with a rapidly deployable package of equipment designed to provide limited comfort and personnel support in a bare-base environment anywhere in the world. The system is configured in modules (tent, command control, housing, maintenance shelter, support, and hangar modules) that can be tailored, by modules, to ARSOF specifications and incremented to support mission requirements. The bare-base section provides construction capability to fabricate training facilities, targets, and limited combat engineering support to forward-deployed SFG elements.

FOOD SERVICE SECTION

4-108. The food service section can prepare and serve up to 800 Army field menu meals (Line Item A, UGR A, or UGR Heat and Serve, or any combination), up to two times per day.

4-109. Class I is provided by the food service section. This section provides food service and food preparation for the battalion and organic and attached personnel in the SOTF. The food service capability of the BSC and supported units may merge to form a consolidated messing facility. It distributes prepackaged and/or prepared food. The food service section has the ability to prepare one heat-and-serve meal and one cook-prepared (A or B) meal per day. The section conducts remote feeding operations, as required. The section also maintains the unit's Class I basic load.

MEDICAL PLATOON

4-110. The medical platoon provides Role 1 medical care to the SFG. When augmented by an SB(SO)(A) Role 2 patient-hold package, it constitutes the nucleus of the capability of receiving an Army or SOF forward surgical team (FST). The medical section provides AHS support to the SOTF. This support includes unit-level medical support and health services, logistics emergency medical and resuscitative treatment for all classes of patients, emergency dental treatment, physical therapy, and preventive medicine support. The section also maintains Class VIII, operates STAMMIS, and provides veterinary support.

SECTION IV – BATTALION SUPPORT COMPANY

4-111. The SF battalion commander provides C2 for the BSC. The BSC is assigned and organic to the SF battalion. The BSC provides routine administrative and logistics support to the SF battalion HQ detachment, the company's organic or attached elements, and the SOTF SPTCENs and SIGCENs. The BSC commander oversees all personnel and elements assigned or attached to the company. Figure 4-4 shows the principal elements within the BSC.

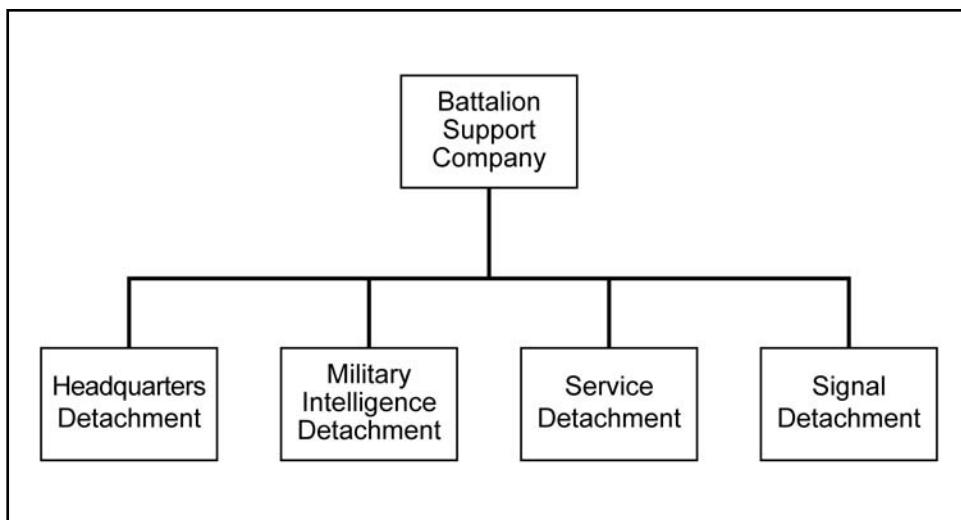


Figure 4-4. Battalion support company organization

MISSION

4-112. The BSC provides administrative and logistics support to the SF battalion. The BSC commander commands all personnel and elements assigned or attached to the company. The BSC commander is the senior logistics commander at battalion level (not the planner as he assists the battalion S-1/S-4 with the battalion's logistics planning) for the organization and capabilities. The BSC commander provides information, input, or feedback to the battalion S-1/S-4 for their use in planning and coordination, and also

for providing the battalion commander an LCOP. When the battalion establishes a SOTF, he may serve as the SPTCEN director. The BSC commander is responsible for executing the logistics plan IAW the battalion commander's guidance as developed by the battalion S-1/S-4. The BSC commander responds directly to the battalion XO, who serves as the battalion logistics integrator and assists the battalion S-1/S-4 in logistics synchronization and troubleshooting. He directly interfaces with the GSB and TSC logistics support elements. ICW the S-3 and HQ commandant, the BSC commander prepares the base defense plan and supervises the activities of the BDOC. When all SFODBs are committed to other missions, the SPTCEN commander commands all the uncommitted SFODAs and attached special operations teams A at the SOTF and supervises their premission training activities ICW the OPCEN. The BSC is assigned/organic to the SF battalion and will coordinate with the GSB in order to provide logistics support to the battalion. The SFG commander may give technical control of the BSC service detachment to the GSB commander in order to implement his SOTF logistical support plan.

HEADQUARTERS DETACHMENT

4-113. The HQ detachment provides C2 to assigned and attached personnel. It ensures that subordinate elements follow the policies and procedures prescribed by the BSC commander and the battalion commander. It directs the operations of its subordinate sections as well as the overall logistics operations, less medical, in support of the battalion. The following sections explain how each element functions and the specific duties of various personnel within the BSC.

COMPANY COMMANDER

4-114. The BSC commander is responsible to the battalion commander for the discipline, combat readiness, and training of the BSC intelligence, service, and signal detachments, and the BSC tactical mission to provide support to the battalion.

4-115. The commander oversees everything the BSC does or fails to do. He must be proficient in the tactical employment of the company and its assigned and attached logistics elements. The commander must also know the capabilities and limitations of the company's personnel and equipment in performing the sustainment mission, as well as those of the logistical elements attached to him. Additionally, his responsibilities include leadership, discipline, tactical employment, training, administration, personnel management, supply, maintenance, communications, and sustainment activities of the company. The BSC commander—

- Provides input to the battalion logistics estimate and logistics annex ICW the battalion S-1/S-4.
- Keeps the GSB SPO section abreast of the logistics statuses and requests backup support when needed ICW the battalion S-4.
- Recommends support priorities ICW the battalion S-4 and enforces priorities received from higher HQ.
- Coordinates with the battalion S-2/S-3 on support locations ICW the battalion S-1/S-4.
- Plans and executes contingency operations, as required.
- Plans, coordinates, and controls allocation of available resources ICW the battalion S-4 and as directed by the battalion commander's priorities of support.
- Coordinates and provides technical logistics supervision to the battalion and advises the battalion S-4 of any issues.
- Monitors battalion LOGSITREP/logistics statistics (LOGSTAT) and coordinates efforts with the battalion S-4.
- Plans future operations ICW the battalion S-1/S-4.
- Establishes the logistics synchronization matrix ICW the battalion S-1/S-4.

4-116. These duties require the commander to understand the capabilities of the company's Soldiers and equipment, and to know how to employ them to best tactical and logistics advantage. At the same time, the commander must be well-versed in enemy organizations, doctrine, and equipment.

4-117. Using this knowledge, the commander prepares his unit for combat operations using troop-leading procedures. Ultimately, he must know how to exercise command effectively and decisively. He must be flexible, using sound judgment to make correct decisions quickly and at the right time based on the higher commander's intent and the tactical situation. He must be able to issue instructions to his subordinate leaders in the form of clear, accurate combat orders, and then he must ensure that the orders are executed.

4-118. The BSC commander's responsibility in combat is threefold. He will—

- Accomplish all missions assigned to the BSC IAW the battalion commander's intent and support the commander's operational concept for logistical support.
- Sustain the fighting capability of the supported battalion and the BSC.
- Maintain continual communications with higher, lower, and adjacent units and retain connectivity with the GSB and other sustainment organizations that provide support.

SUPPORT OPERATIONS FUNCTIONS

4-119. The BSC does not have a SPO section; therefore, these SPO functions are normally performed by the service detachment commander. The SPO duties include the following:

- Provide continuous battle tracking.
- Ensure accurate, timely tactical reports are received by the SPTCEN.
- Assume command of the company, as required.
- Assist in preparation of the company OPORD for the commander and, ICW the battalion S-1/S-4, assist with developing the concept of support for the battalion OPORD.
- Conduct tactical and logistical coordination with higher, adjacent, and supported units as appropriate.
- Oversee the development of the daily logistics packages (LOGPACs) by the service detachment supply section and the company supply sergeants.
- Ensure that troop-leading procedures are used to plan, prepare for, execute, and then assess logistics convoy routes and LOGPACs that are being delivered to the supported companies.
- As required, assist the commander in issuing orders to the company HQ and attachments.
- Conduct additional missions, as required. These may include serving as officer in charge (OIC) for the quartering party, company movement officer, or company training officer.
- Assist the commander in preparations for follow-on missions.

MILITARY INTELLIGENCE DETACHMENT

4-120. The MID is the focal point for all-source intelligence production, collection management, signals intelligence, human intelligence, and geospatial intelligence for the battalion. The basic organization of a deployed MID differs little from the MID in a CONUS status. The primary difference usually lies in the C2 relationship the MID operates under in support of a JSOTF or SOTF.

SERVICE DETACHMENT

4-121. The service detachment provides supply, aerial delivery, food service, and field maintenance for the entire SF battalion and its attached elements. When the battalion establishes a SOTF, the service detachment commander coordinates and supervises the SPTCEN logistics activities. He works for the BSC commander under the staff supervision of the S-4.

COMMANDER

4-122. The service detachment commander—

- Advises the commander on requirements versus available assets. He ensures this information is provided to the battalion S-1/S-4 for situational understanding by the battalion commander.

- Determines logistics requirements ICW the GSB SPO section, battalion S-1/S-4, the GSB S-2/S-3, and the logistics representatives from other customer units. The battalion S-1/S-4 are the staff agencies responsible for logistics planning. The BSC is in a support role but does coordinate logistics requirements as already indicated.
- Tracks available assets through supported companies, the GSB SPO section, the battalion S-4, and other supported units.
- Prepares and distributes the BSC support SOP ICW the battalion S-4.
- Coordinates with the battalion S-3 on routes in the combat battalion's support area (for example, LOC routes).
- Provides logistics support reports IAW unit SOP.
- Establishes and maintains tactical and logistics overlays for the BSC.
- Oversees distribution and maintenance platoon leaders.
- Coordinates and provides technical supervision for the unit's logistics mission.

FIRST SERGEANT

4-123. The first sergeant (1SG) is the commander's primary tactical advisor and an expert in SOF, individual, and NCO skills. The 1SG must become technically proficient in logistics, military intelligence, and signal operations. He is the company's primary internal operator and helps the commander and SPO officer to plan, coordinate, and supervise all logistics, intelligence, and signal activities that support the company's mission. He operates where the commander directs or where his duties require him. The 1SG—

- Provides the battalion and BSC commander information on the status of enlisted matters.
- Ensures the health, morale, and welfare of the unit.
- Serves as the company's senior enlisted master trainer. The 1SG is critical to identifying training requirements for individuals, crews, battle staff, units, and leaders. The 1SG ensures training solutions are resourced, executed, and assessed to satisfy METL and battle tasks.
- Ensures individual Soldier training proficiency in fieldcrafts and basic Soldier skills.
- Recommends enlisted assignments to the BSC commander.
- Executes and supervises routine operations. These duties may include enforcing the tactical SOP; planning and coordinating training; coordinating and reporting personnel and administrative actions; and supervising supply, maintenance, communications, and field-hygiene operations.
- Supervises, inspects, and/or observes all matters designated by the commander.
- Assists in planning, rehearsing, and supervising key logistics, intelligence, and signal actions in support of the tactical mission. These activities include resupply of Class I, III, and V products and materiel; maintenance and recovery; medical treatment and evacuation; replacement; and return-to-duty processing.
- Assists and coordinates with the support operations in all critical functions.
- As necessary, serves as quartering party NCOIC.
- Conducts training and ensures proficiency in individual and NCO skills and small-unit collective skills that support the company's METL.
- Receives incoming personnel and assigns them to subordinate elements, as needed.
- Ensures the sick, injured, and wounded Soldiers are evacuated to the supporting medical treatment facility (MTF).
- Reports the evacuation of Soldiers killed in action to the supporting MACP.
- In conjunction with the commander, establishes and maintains the foundation for company discipline.

SUPPLY SERGEANT

4-124. The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company. He coordinates all supply requirements and actions with the 1SG and the BSC SPTCEN. Normally, the supply sergeant is supervised by the company 1SG and assisted with management

for daily operations by the battalion S-4 NCOIC. He communicates with the company using the company designated net. The supply sergeant—

- Controls the company cargo truck, resupplies the water trailer, and supervises the supply clerk/armorer.
- Monitors company team activities and/or the tactical situation, anticipates and reports logistical requirements, and coordinates and monitors the status of the company's logistics requests.
- Coordinates and supervises the issue or delivery of supplies to the platoons or sections.
- Provides order, receipt, and issue capability for Classes I, II, IV, V, and VI using the PBUSE system.

ARMORER

4-125. The armorer performs maintenance on the company's small arms and ensures weapons are turned in as necessary to the service detachment for field-level maintenance. In addition, he normally assists the supply sergeant in his duties. As an option, the armorer may serve as the driver of the 1SG's vehicle to make him more accessible for weapons repair and maintenance in areas beyond the command post (CP).

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR NONCOMMISSIONED OFFICER

4-126. The CBRN NCO assists and advises the company commander in planning for and conducting operations in a CBRN environment. He plans, conducts, coordinates, and/or supervises CBRN defense training with the 1SG and covers such areas as decontamination procedures and use and maintenance of CBRN-related equipment. Specific duties include the following:

- Assist the commander in developing the company operational exposure guide (OEG) IAW the higher HQ OEG.
- Make recommendations to the commander on the CBRN survey and/or monitoring,
- Meet decontamination and obscuration support requirements.
- Requisition CBRN-specific equipment and supply items.
- Assist the commander in developing and implementing the company team CBRN training program.

4-127. The CBRN NCO ensures that the training program covers the following requirements:

- First-line supervisors provide effective sustainment training in CBRN common tasks.
- CBRN-related leader tasks are covered in sustainment training.
- CBRN-related collective tasks are covered in overall unit training activities.
- CBRN factors are incorporated as a condition in the performance of METL tasks.
- Company elements are inspected for CBRN preparedness; findings are reported to the commander.
- Enemy and friendly CBRN capabilities and activities, to include attacks, are processed and disseminated.
- The commander understands all contamination avoidance measures.
- Decontamination operations are coordinated, monitored, and supervised.

AUTOMOTIVE MAINTENANCE OFFICER

4-128. The maintenance warrant officer provides technical expertise on all aspects of the field maintenance mission. He uses his advanced diagnostics and troubleshooting skills to isolate system faults and expedite the repair and return of major weapon systems to operation. Because of his technical expertise, the maintenance warrant officer advises the commander and movement control officer on all matters pertaining to BDAR. He is the principal assistant to the commander, both battalion and BSC, on all matters pertaining to the field maintenance mission. The maintenance control officer serves as the shop officer for the battalion and BSC, using SAMS-1, ULLS-G, and BCS-3. He ensures the commander is updated on the management of the maintenance section. The automotive maintenance officer also—

- Provides input to the BSC's and battalion commander's plans.
- Organizes and allocates resources to execute the field maintenance mission in support of wheeled vehicles, ground support, and armament equipment.

- Evaluates and inspects maintenance operations. He develops and implements corrective action plans, where necessary, to comply with regulatory and statutory requirements applicable in garrison and field environments.
- Identifies technical training shortfalls and, when necessary, trains maintenance personnel to accurately diagnose/troubleshoot mechanical, electrical, pneumatic, and hydraulic malfunctions accurately using the latest equipment, technical publications, and procedures available.
- Provides management oversight and technical guidance on the establishment of unit stockages of combat spares IAW applicable supply regulations.
- Coordinates for or, as necessary, provides technical training for ULLS-G and SAMS-1 operators and repair parts specialists (MOS 92A).
- Assists in developing and updating the field maintenance SOP as it pertains to the conduct of field-level maintenance operations.
- Oversees the unit's calibration and the Army oil analysis programs, ensuring the programs are covered in the field maintenance SOP and meet the regulatory guidance.
- Directs and, when required, trains the recovery vehicle operators on safe and correct recovery operations. Ensures that recovery vehicle operators are properly trained and certified. Uses automated maintenance management systems to provide maintenance information to the commander and maintenance control officer.
- Assists in the planning, scheduling, and publishing of the scheduled service plan for all assigned equipment per the applicable technical manual/lubrication order.
- Conducts technical inspections of unit equipment to determine the equipment maintenance status.
- Enforces the maintenance of up-to-date technical publications for use by maintenance personnel.
- Establishes the commander's quality assurance program for maintenance and repairs. Oversees all quality-control inspections and inspectors to validate their capability to identify improper repairs and scheduled services.
- Serves as the unit's POC for automated readiness reporting and mileage reporting issues.
- Evaluates and ensures the quality of maintenance completed.
- Develops a training plan for maintenance personnel.
- Coordinates the recovery of battalion equipment.
- Monitors the status of equipment undergoing repairs and determines status of Class IX repair parts required to complete the repair.
- Plans for continuity of maintenance support during periods of movement.
- Manages production control, to include the assignment of work to shop sections, and the compilation of prescribed reports and records.
- Coordinates maintenance section, recovery and service section, and maintenance system teams' requirements for the use of the recovery section assets.
- Coordinates the activities of the inspectors and maintenance personnel to ensure adherence to the maintenance standard.
- Executes maintenance priorities as established by the battalion commander.
- Anticipates expected workloads, shop progress, difficulties encountered during repair actions, and maintenance supply actions.
- Analyzes and plans all maintenance activities.
- Coordinates field maintenance requirements with the battalion S-4 and GSB SPO section, as appropriate.
- Develops the maintenance services plan for battalion equipment.
- Develops and executes the battalion licensing program.
- Integrates GSB and TSC maintenance teams into the BSC.
- Conducts continuous IPB.
- Supervises the CBRN program.

- Prepares tactical CBRN plans.
- Conducts weather analysis and nuclear vulnerability assessment analysis.
- Maintains the radiation exposure status for subordinate units.

FOOD SERVICE SECTION

4-129. Class I is provided by the food service section. This section provides food service and food preparation for the battalion and organic and attached personnel in the SOTF. The BSC food service section and the food service capability of supported units merge with the battalion food service section to form a consolidated messing facility. It distributes prepackaged and/or prepared food. The food service section is capable of providing ration ordering, breakdown, and preparation of hot meals using Line Item A, UGR A, or UGR Heat-and-Serve rations. The section conducts remote feeding operations, as required. The section also maintains the unit's Class I basic load.

TRANSPORTATION SECTION

4-130. If the service detachment does not have organic trucks or drivers in its supply and transportation section, it will rely on the TSC or the GSB assets for distribution of supplies.

MAINTENANCE SECTION

4-131. The BSC provides field maintenance on automotive, power generation, armament, communications and electronic, and Army and SOF-peculiar equipment. The maintenance section also provides support forward in the form of mobile contact teams and performs vehicle recovery and evacuation of unserviceable Army-common and SOF-peculiar equipment. It operates SAMS-1 and ULLS-G and maintains the company's combat spares, PLL, shop and bench stock, and provides exchange of repairable items.

4-132. Depending upon METT-TC conditions, the commander could locate much of the BSC in the SOTF. Maintenance advances such as the multicapable mechanic and advances in diagnostics/prognostics capabilities enhance the BSC maintenance platoon's capabilities.

4-133. The maintenance section, using ULLS-G (to be replaced with SAMS-E), performs all ASCC maintenance management systems functions, dispatching, and scheduled service operations for the battalion and BSC. The BSC maintenance priorities are determined by the maintenance officer ICW the BSC commander and with the SF battalion chain of command. The platoon performs on-system maintenance. It uses diagnostics/prognostics to diagnose major component failure and then replaces that component. These components can include line-replaceable units, major assemblies, or other subcomponents. The extent of repair is dependent upon METT-TC. If time, tools, test equipment, and repair parts are available, repairs are done on-site. Mechanics perform battle damage assessment and repair IAW applicable technical manuals. As directed, mechanics perform controlled exchange to expedite repairs. The battalion commander is the approval authority for controlled exchange actions and cannibalization is normally IAW the SFG commander's policy. The BSC maintenance section coordinates backup and pass-back maintenance requirements with the BSC commander to the GSB SPO officer in the SFG SPTCEN.

4-134. All units in the SFG remain responsible for operator and crew-level maintenance. Operators/crews may perform BDAR through the use of onboard BDAR kits and will use self-recovery techniques to the greatest extent possible.

4-135. Operators and crews annotate partial mission-capable and supply shortcoming/deficiencies on DA Form 5988-E (Equipment Inspection Maintenance Worksheet). These forms are consolidated, reviewed, and verified by the chain of command and maintenance section. Shortcoming/deficiencies are corrected immediately unless parts are required, at which time parts are placed on order through the ULLS-G or SAMS-1. Operators/crews should—

- Recommend allocation of maintenance assets ICW SF company commanders to the battalion S-4 IAW commander's prioritization of support.

- Monitor field maintenance team operations and Class IX line-replaceable unit and major assembly replenishment.
- Review and recommend ASL changes to the GSB SPO officer and the SFG S-4 through the battalion S-4.
- Forecast and monitor the workload for all equipment by type.
- Monitor maintenance shop production and job status.
- Intensively manage NMC high-priority jobs and critical combat power-producing jobs ICW the battalion S-4.
- Coordinate additional requirements through the GSB SPO branch ICW the battalion S-4.
- Coordinate critical-parts status with the GSB SPO officer ICW the battalion S-4.
- Coordinate for personnel with special MOSs to support SOTF operations; for example, combat engineers, air and missile defense officer, and field artillery, ICW the battalion S-1/S-4 and the GSB SPO section.
- Monitor maintenance activities at the unit maintenance control point.
- Monitor SLANT reports and, ICW the battalion S-4, allocate support IAW the commander's prioritization of support.

SIGNAL DETACHMENT

4-136. The battalion signal detachment has two primary functions. First, it installs, operates, and maintains secure SOTF radio communications with the SOTF or other higher HQ deployed SFODAs and special operations C2 elements under the SOTF's direct control. Second, it installs, operates, and maintains continuous internal SOTF communications. Base communications support includes message center services, internal telephone communications, and electronic maintenance. The detachment has no organic multimedia or communications security (COMSEC) section. However, the signal detachment normally maintains its own COMSEC subaccount.

4-137. When the battalion establishes a SOTF, the signal detachment commander serves as the SIGCEN SYSCON officer and assistant SIGCEN director. When the detachment formally detaches itself from the support company, the detachment commander exercises normal company-level command. However, the detachment depends on the support company for administrative and logistics support.

BATTALION STAFF LOGISTICS RESPONSIBILITIES

4-138. The relationship of the SF BSC and its interface with the HHC and the battalion staff (for example, sustainment) for the planning, preparing for, executing, and assessing sustainment and logistics is important to understand. The following discussion outlines the responsibilities of these agencies so that the BSC commander and his myriad of duties are put in a context where there is a battalion staff charged with duties that remove many planning activities from the BSC's requirements. The BSC commander may assist the battalion staff in planning. Quite often, maintenance technicians will assist with maintenance planning because the BSC commander's other duties preclude his involvement all the time. It is not always a clear distinction, and the battalion commander will implement C2 as he sees best for his command.

4-139. The increasing use of assured communications and improvements in information technology provides the logistics leader or staff officers in the BSC or HHC and the battalion S-1 and S-4 the information dominance and digital tools needed to tailor the LOGPAC. Through near-real-time information, the battalion SPTCEN staff is able to make timely adjustments in its support requirements. If equipped with BCS-3 and FBCB2, they are combat multipliers that provide logistics status and information in support of logistics planning and operations. Requesting of supplies and other logistical services is accomplished using the ULLS-G, and its successors SAMS-E, SARSS-1, PBUSE, and SIDPERS.

4-140. The SF battalion is primarily required to provide casualty treatment and evacuation, sustainment operations, maintenance activities, and HR support. The battalion S-1 and S-4 sections collocate with the BSC HQ to form the SPTCEN. The following battalion staff sections/units perform the primary logistics functions at battalion or HHC level.

S-1 SECTION

4-141. The S-1 HR officer oversees personnel services and the general administration of the battalion. He can perform special staff officer duties, such as inspector general, provost marshal, public affairs officer, and special services officer. Additional duties include the management of stragglers and EPWs, equal opportunity, sponsorship, and alcohol and drug abuse prevention control issues. The S-1's primary operational concerns are personnel accounting and strength management; personnel readiness management; personnel information management; reception, replacement, return to duty, rest and recuperation, and redeployment; casualty operations; essential personnel services; postal operations; MWR; and HR planning. Under his direct supervision, the battalion personnel and administration center provides consolidated unit-level personnel administrative support to the SF battalion. When a SOTF is established, the S-1 is located in the SPTCEN and reports to the SPTCEN director. The S-1 personnel perform replacement operations, administrative services, personnel actions, legal services, and military pay services. The S-1 also has primary staff responsibility for EPW operations and medical planning. He coordinates with the S-2 for interrogation of prisoners and the S-4 for processing captured equipment and transportation requirements. The S-1 coordinates with the medical platoon leader to ensure that patient treatment and evacuation is planned and coordinated throughout the battalion area. The S-1 assumes public affairs responsibilities since no public affairs office (PAO) assets are available to aid the commander at battalion level. The S-1 PAO—

- Monitors the need for command information in the battalion to counter enemy propaganda and rumors, to maintain morale, and to maintain the will to fight.
- Coordinates with PAO at higher HQ to receive needed command information support.
- Identifies unescorted news media in the battalion's AO, verifying their credentials and coordinating their presence with the PAO at higher HQ or the media escort.
- Observes OPSEC and responds to news media inquiries concerning battalion activities only.
- Refers other inquiries to the PAO at higher HQ or the media escort.

MEDICAL SECTION

4-142. The battalion medical section provides AHS support to the battalion and its attached elements. This support includes unit-level medical support and health services logistics (including maintenance of the Class VIII basic load), emergency medical and resuscitative treatment for all classes of patients, emergency dental treatment, and preventive medicine support. Veterinary support is coordinated through the group medical section.

S-4 SECTION

4-143. The S-4 is the primary staff officer for all logistics matters. He is the battalion's primary logistics planner and coordinator. He exercises staff supervision over the BSC's service detachment and attached logistics units. He coordinates closely with the BSC commander, who is the primary logistics officer of the battalion. The S-4 is responsible for ordering all National Geospatial and Intelligence Agency standard products (hard-copy and soft-copy maps and digital data) using standard Army logistics procedures. When a SOTF is established, the S-4 falls under the supervision of the SPTCEN director. The S-4 in a SOTF assumes the role of logistics operations and plans officer. The S-4 focuses on planning logistics, identifying requirements, and coordinating for support through the BSC commander. The battalion S-4 concentrates on seven classes of supply: Classes I, II, III, IV, V, VII, and IX; hence the BSC commander and his service detachment coordinate the requisition, receipt, preparation, and delivery of all classes of supply. Appendix C outlines the classes and subclasses of supply.

UNITED STATES ARMY SPECIAL FORCES COMMAND ASSISTANT CHIEF OF STAFF, G-4 (SUSTAINMENT), RESPONSIBILITIES

4-144. The USASFC ACofS, G-4 (Sustainment), is the principal staff section responsible for matters concerning the sustainment and sustainment readiness for the USASFC. This office performs tactical support planning and coordination, and develops staff logistical estimates. It prepares the logistics portion

of USASFC's plans and orders. It also plans and coordinates for theater support, ammunition, and transportation requirements.

PLANS AND OPERATIONS SECTION

4-145. The G-4 plans and operations section has the following responsibilities:

- Performs logistics support planning and coordination, develops staff logistical estimates, and prepares the sustainment portion of the USASFC's plans and orders.
- Serves as the focal point for logistics support to ARSOF Soldiers mobilizing, deploying, and redeploying from exercises, operations, and contingencies.
- Serves as USASFC functional experts in the areas of logistics planning, logistics execution, logistics doctrine, and transportation, to include strategic lift.

SUPPLY SECTION

4-146. The supply section has the following responsibilities:

- Reviews and monitors unit status report logistical issues.
- Identifies readiness shortfalls and execution resolution.
- Executes the Command Logistics Review Program and provides members for the Command Inspection Program.
- Monitors and reviews subordinate unit materiel conditions status reports to identify trends or systemic problems.
- Exercises oversight of systemic equipment management issues and processes and coordinates subordinate unit requirements for USSOCOM JOSSs.
- Initiates and oversees contracts with the SOFSA for equipment and personnel-based USASFC requirements.

MAINTENANCE SECTION

4-147. The maintenance section has the following responsibilities:

- Oversees the maintenance readiness of subordinate units and provides maintenance guidance (armament, automotive, and electronics) in the form of policy and inspections.
- Maintains oversight of the USSOCOM Family of Special Operations Vehicles, General Mobility Vehicle fleet and recapitalization program.
- Manages the subordinate unit Reset programs.
- Coordinates and facilitates the Small Arms Repair Evaluation Team, Chemical and Biological Equipment Repair Team, Communication Electronics Evaluation Repair Team, and SOFSA programs.

AMMUNITION SECTION

4-148. The ammunition section has the following responsibilities:

- Formulates policies and procedures, and provides technical advice pertaining to the safety, security, handling, and transportation of Class V materiel.
- Reviews and validates ammunition combat load requisition documents and requests for operational stocks in support of operations.
- Manages the Title 10 ammunition program in support of the joint combined exercise for training program and coordinates with USASOC for the funding and forecasting on a yearly basis.
- Reviews and validates requests for SO-peculiar ammunition.

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Chapter 5

Ranger Regiment (Airborne)

This chapter addresses the organizational duties of the logistics elements of the 75th Ranger Regiment and provides an understanding of Ranger sustainment operations. The Ranger regiment HQ has a Ranger Support Operations Detachment (RSOD), and the battalions have organic Ranger Support Companies (RSCs) to enhance the expeditionary capabilities of the regiment. With this structure, Rangers are organized with limited self-sustainment capability to support internal requirements for fuel, ammunition, maintenance, water production, and CUL for a short duration of time.

MISSION

5-1. The 75th Ranger Regiment's mission is to plan and conduct SO against strategic or operational targets in pursuit of national or theater objectives. Rangers may conduct military operations independently or in concert with other SOF, Army GPF, and sister Services. These joint special military operations consist of deep penetration, direct action missions to capture or destroy critical enemy nodes and facilities, or recover designated personnel or equipment. These missions include conducting raids, seizing lodgments, and conducting noncombatant evacuation operations (NEOs) in permissive, uncertain, and hostile environments.

5-2. Rangers, unlike other SOF, are globally oriented rather than regionally oriented. Current force structure and contingency requirements preclude their apportionment to a specific GCC. They can deploy worldwide on short notice when a U.S. military presence would serve U.S. interests.

ORGANIZATION

5-3. The 75th Ranger Regiment (Figure 5-1) consists of a regimental HHC, a Ranger Special Troops Battalion (RSTB) (Figure 5-2, page 5-2), and three Ranger battalions. In addition to C2 of three Ranger battalions, the regimental HQ may, if augmented, exercise OPCON of Army GPF, logistics units, and other SOF for limited periods.

5-4. When required, the Ranger regiment provides a liaison team with secure communications to the HQ of the supported unit commander that conducts operational and logistics coordination. The regiment has limited communication capability and is supported by ARSOF signal elements, as required.

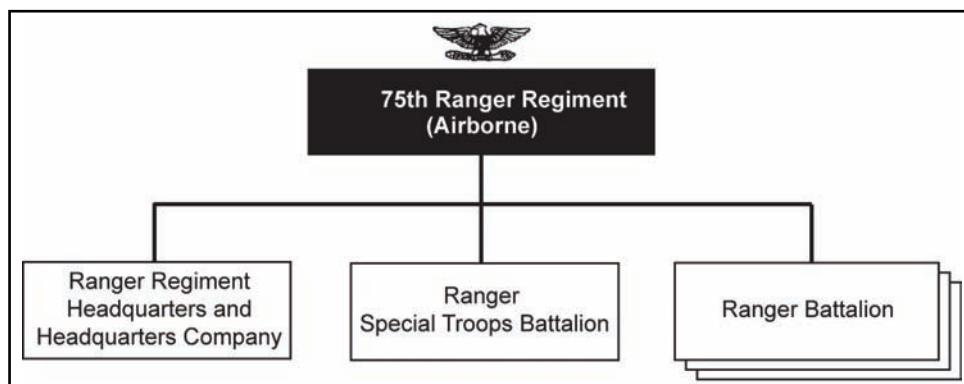


Figure 5-1. 75th Ranger Regiment (Airborne) organization

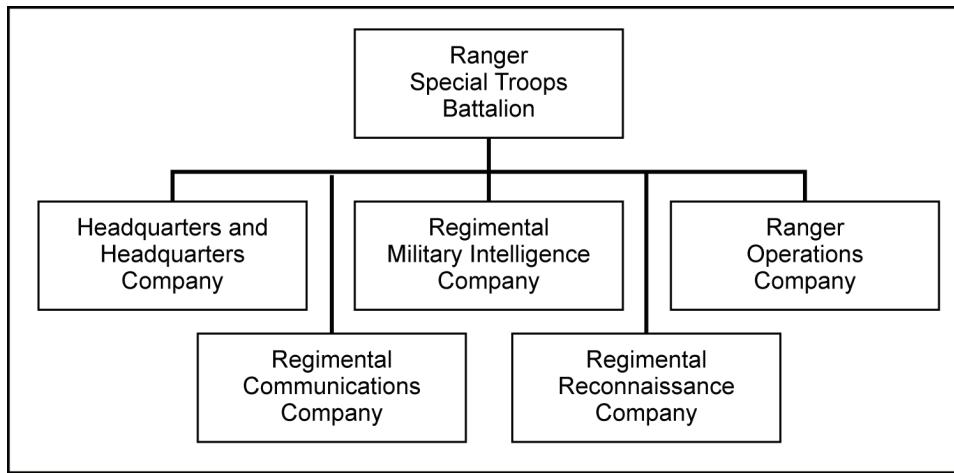


Figure 5-2. Ranger Special Troops Battalion organization

RANGER SUPPORT OPERATIONS DETACHMENT

5-5. The RSOD is assigned to the 75th Ranger Regimental HHC (Figure 5-3, page 5-3). The RSOD, under the direction of the SPO officer, provides centralized, integrated, and automated C2 for all logistics operations within the regiment. The RSOD provides information, input, or feedback to the battalion S-1 and S-4 for them to plan, coordinate, and provide the regimental commander an LCOP. It possesses the capability and expertise to integrate the regiment's logistics assets into the ASCC logistics structure.

MISSION

5-6. The RSOD coordinates with logistics operators in the fields of supply, ground and electronic maintenance, ammunition management, fuel, food service, aerial delivery, and movement management for the support of all units assigned or attached to the regiment. Its primary concern is customer support and increasing the responsiveness of support provided to subordinate units. The detachment continually monitors the support and advises the commander on the ability to support future tactical operations. The RSOD serves as the first POC for supported units' logistics requirements. The RSOD—

- Conducts continuous regimental-focused logistics preparation of the battlefield.
- Develops logistics synchronization matrixes for regimental-level operations.
- Submits logistics forecasts to the supporting organization.
- Coordinates and provides technical supervision for the RSC's sustainment mission.
- Identifies tentative force structure and size to be supported.
- Coordinates the preparation of the SPO estimate on external support.
- Provides support posture and planning recommendations to the regimental commander.
- During regimental HQ deployment, sets up and supervises the logistics center (located in the tactical operations center) in conjunction with the S-4.
- Coordinates with S-3 to determine air routes for supply.
- Provides centralized coordination for units providing support to the regiment.
- Analyzes contingency mission support requirements.
- Revises customer lists (as required by changing requirements, workloads, and priorities) for support of tactical operations.
- Coordinates external logistics provided by subordinate units.
- Advises the regimental commander on the supportability of missions and of shortfalls that may impact on mission accomplishment.
- Serves as the single point of coordination for supported units to resolve logistics support issues.
- Plans and coordinates contingency support.

- Develops supply, service, maintenance, and transportation policies that include logistics synchronization.
- Plans and supports replenishment operations for all regimental units.

The SPO sergeant—

- Conducts continuous logistics preparation of the environment.
- Analyzes trends and forecasting requirements for supplies and equipment based on priorities and procedures.
- Coordinates major end-item resupply activities within the regiment.
- Coordinates activities internal to the SPO section.

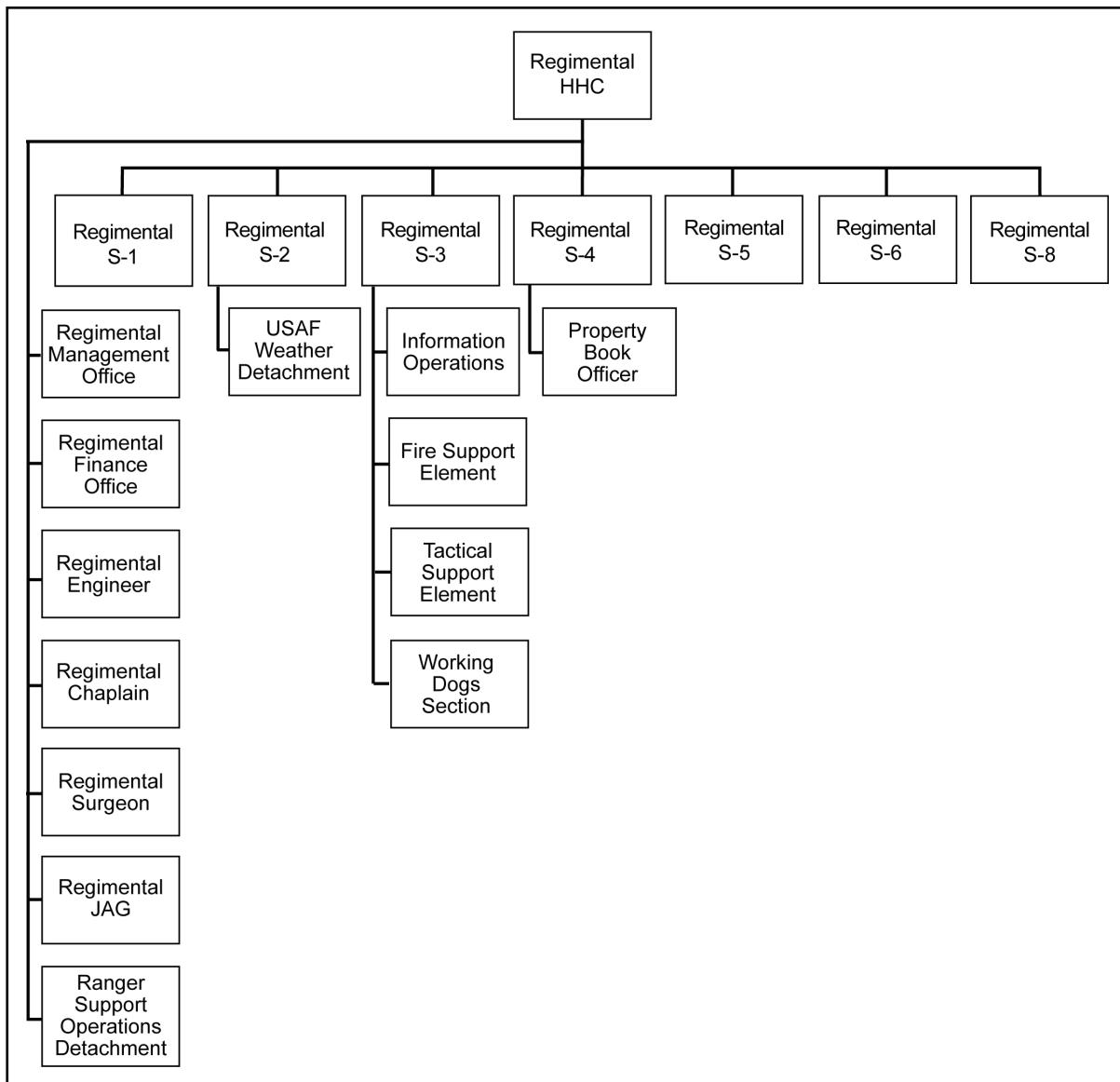


Figure 5-3. Ranger regiment headquarters and headquarters company organization

CAPABILITIES

5-7. The RSOD plans, coordinates, synchronizes, and integrates logistics for the regiment and subordinate battalions, including providing subject-matter expertise in quartermaster, transportation, and ordnance operations.

5-8. The RSOD facilitates support and sustainment planning for Ranger logistics operations, as required. The RSOD provides liaison and planning elements to ensure connectivity with theater, HN, joint, and coalition logistical infrastructures. Liaison capabilities include identifying Ranger logistics and AHS requirements, conducting logistics support planning, coordinating for resources to satisfy requirements, and arranging access to CONUS wholesale points.

5-9. The RSOD coordinates daily logistics requirements, planning, and coordination for all external support requirements. It provides operational guidance to the regiment and maintains interface with the CONUS-based and theater management functions. The RSOD coordinates with the JTF HQ, USASOC G-4, and national logistics agencies to ensure support and sustainment requirements are properly designated.

RANGER SUPPORT COMPANY

5-10. The RSCs are multifunctional logistics companies that are organic to each Ranger battalion (Figure 5-4) within the Ranger regiment. They provide field maintenance; Class I, II, III (package) (bulk), IV, V, VII, and IX supply; water production with limited storage and distribution; transportation; aerial delivery; bare-base support; limited CBRN decontamination and reconnaissance; and food service. The RSC supports operations at the ISB and task-organizes necessary logistics assets to support Ranger units once they move from the ISB to mission support sites. Figure 5-5, page 5-5, depicts the RSC organization.

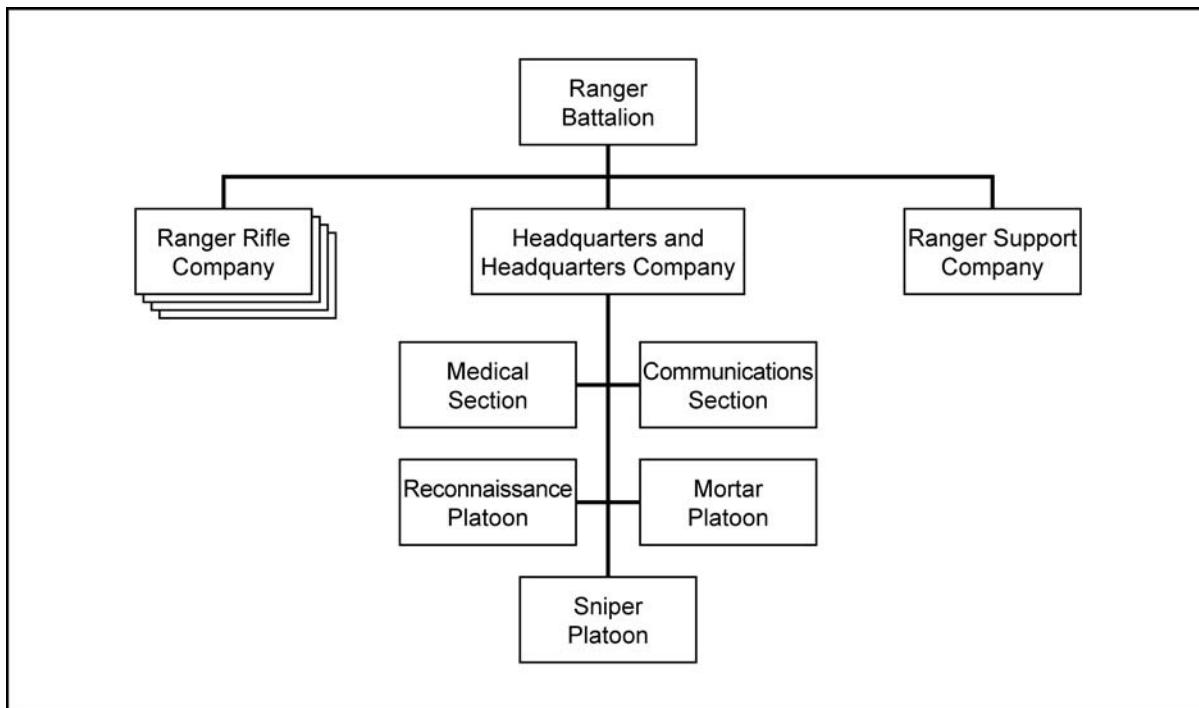


Figure 5-4. Ranger battalion organization

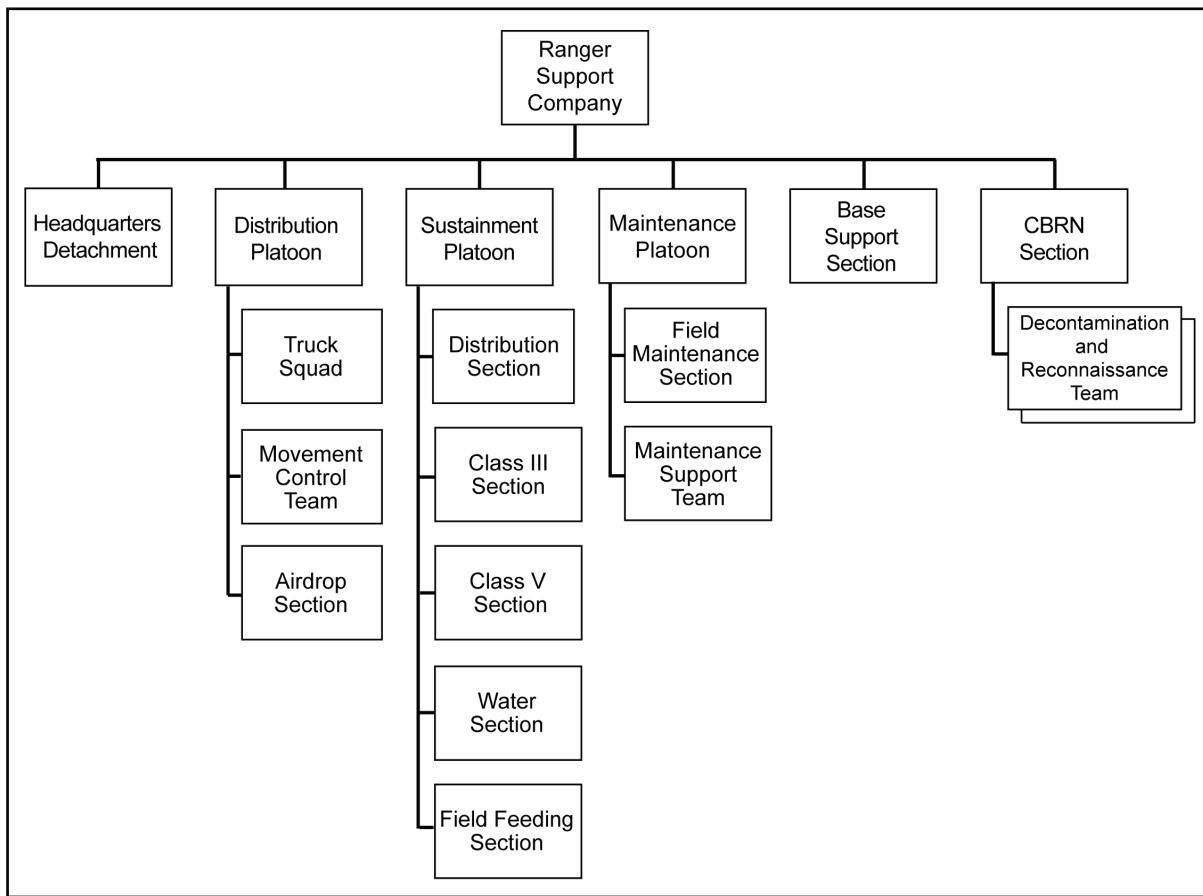


Figure 5-5. Ranger Support Company organization

MISSION

5-11. The RSC commander is the senior logistics provider at battalion level. He assists the battalion S-1 and S-4 with the logistics planning. He also provides information and feedback to the battalion S-1 and S-4 for their use in providing the battalion commander an LCOP.

5-12. The RSC is the primary CUL provider for all forces assigned or attached to the battalion. The RSC coordinates logistics requirements with the RSOD and JTF HQ. It can accept augmentation of, and employ, CUL assets from other Services and nations and integrate their capabilities into a cohesive plan that supports the operational concept. The RSC is capable, with augmentation and replenishment, of supporting all of the battalion's logistical requirements. When component forces are assigned to a SOTF, they will deploy with their organic support packages for Service-specific requirements and logistics support.

5-13. The RSC commander can execute the logistics plan IAW the battalion commander's guidance as developed by the battalion S-1 and S-4. The RSC commander responds directly to the battalion XO, who serves as the battalion logistics integrator and assists the battalion S-1 and S-4 in logistics synchronization and troubleshooting. His duties may require direct interface with the RSOD, joint and multinational forces, other SOF, and the TSC.

CAPABILITIES

5-14. The SPO functions are normally performed by the XO or one of the other company officers using METT-TC. Duties include the following:

- Provide continuous battle-tracking.
- Ensure accurate, timely tactical reports are received by the CP.

- ICW the battalion S-1/S-4, assist with developing the concept of support for the battalion OPORD.
- Conduct tactical and logistical coordination with higher, adjacent, and supported units, as appropriate.
- Oversee the development of the daily LOGPACs.

LIMITATIONS

5-15. The augmentation of forces to a Ranger battalion may exceed the RSC's organic capability for sustainment. The RSC is not designed to provide all or part of the following logistics functions. An analysis of logistics shortfalls is prepared in order to coordinate for external support. Limitations of logistics functions include—

- Field services, to include—
 - Mortuary affairs—no planning, collection, processing, or evacuation without augmentation.
 - Shower, laundry, and clothing repair, which is not organic and support is provided by an external organization.
- Limited Class IX/VIII storage capability.
- Limited capability to reconfigure loads. Ammunition from echelons above the regiment must be in strategic or operational configured loads.
- EOD, which is provided by the maneuver enhancement brigade.
- HR support other than its own unit S-1 HR operations. The RSC relies on external sustainment organizations to provide additional critical wartime personnel support.
- Legal support, which is limited to the assigned legal section.
- Optical fabrication and blood product management support.
- No organic aeromedical evacuation support.

HEADQUARTERS DETACHMENT

5-16. The RSC HQ detachment provides C2, unit administration, internal supply support, billeting, discipline, security, training, and administration to assigned and attached personnel. It ensures that subordinate elements follow the policies and procedures prescribed by the battalion and RSC commanders. It directs the operations of its subordinate sections as well as the overall logistics operations, less medical, in support of the battalion.

DISTRIBUTION PLATOON

5-17. The distribution platoon provides transportation of materiel and personnel, movement control, and aerial delivery support functions.

TRUCK SQUAD

5-18. The truck squad provides the capability for transport of supplies and equipment. It also provides motor transport capable of moving containerized and noncontainerized cargo. Additionally, the truck squad provides aerial delivery support.

MOVEMENT CONTROL TEAM

5-19. The movement control team provides the management and coordination for movement control. It also coordinates the loading, off-loading, and transport of supplies, ammunition, explosives, equipment, MHE, and oversized equipment to and from aircraft or other transport, as directed.

AIRDROP SECTION

5-20. The airdrop section prepares general supplies and equipment for aerial resupply. It also provides personnel parachute-packing support.

SUSTAINMENT PLATOON

5-21. The sustainment platoon provides the battalion a single source for Class I (water), II, III (bulk) (package), IV, V, VI, and VII supply support to the battalion operations. The sustainment platoon receives, stores (limited), and issues Class II, III (package), IV, and IX supplies. It also receives and distributes, ICW the transportation platoon, Classes I and VI supplies from the field-ration issue point, and receives and issues Class VII supplies, as required. The platoon also maintains limited Class II, III (package), and IV supplies for the battalion. The ATHP section supports the battalion with Class V. The platoon HQ provides food service for assigned and attached units.

DISTRIBUTION SECTION

5-22. The distribution section consists of an SSA. This SSA uses SARSS-1 and related automated systems to provide ASL stock control, receipt, storage, and issue functions for both Army-common and SOF-peculiar items in garrison and deployed locations. The stock control supervisor must ensure that daily start-up and closeout procedures are followed IAW the schedule of operations established by the supporting HQ. Automated document processing and warehousing operations are conducted IAW Army Regulation (AR) 710-2, *Supply Policy Below the National Level*. The SSA—

- Operates the SARSS-1 system.
- Maintains a current ASL for all supported commodities.
- Processes receipts and requests for issues and turn-ins.
- Provides materiel release instructions to the warehouse section.
- Processes turn-ins to maintenance for repairable items.
- Performs periodic location surveys to ensure location accuracy.
- Processes inventory adjustments and creates necessary reports.
- Maintains coordination and provides general supervision over supporting signal assets.
- Establishes a storage and issue facility for all supported commodities.
- Performs receipt, storage, and issue of all supported commodities.
- Coordinates with SPO section for delivery and pickup of issued assets and turn-ins (to maintenance or disposal).
- Performs storage and inventory management activities as directed by stock control.

CLASS III SECTION

5-23. This POL section provides the management, stockage, and delivery of all Class III (bulk) (package) items to the battalion.

CLASS V SECTION

5-24. This ammunition section manages the ammunitions and explosives training, basic load, and operational requirements. The section ensures that transportation of ammunition and explosives is achieved by current SOPs and Army and Air Force regulations. It is capable of operating one ammunition transfer point.

WATER SECTION

5-25. The water section provides potable water through the operation of one 125-gph reverse-osmosis lightweight water purifier operating 20 hours per day. The section provides a limited distribution using the FAWPSS. The section is capable of storing a maximum of 9,000 gallons of water.

FIELD FEEDING SECTION

5-26. Class I is provided by the field feeding section. This section provides food service and food preparation for the battalion and organic and attached personnel in the SOTF. The RSC field feeding section and the food service capability of supported units may merge to form a consolidated messing facility. This section distributes prepackaged and prepared food. It has the ability to prepare one heat-and-serve meal and one cook-prepared (A or B) meal per day. The section conducts remote feeding operations as required and maintains the unit's Class I basic load.

MAINTENANCE PLATOON

5-27. The maintenance platoon provides field-level maintenance on Army-common and SOF-peculiar automotive, ground-support, armament, construction, electronic/communications, quartermaster, and a wide variety of commercial equipment for the battalion and attached units. The platoon also maintains a Class IX shop stock and bench stock and provides recovery support.

FIELD MAINTENANCE SECTION

5-28. This section provides field-level maintenance on Army-common and SOF-peculiar automotive, electronic and communications, ground-support, armament, construction, quartermaster, and a wide variety of commercial equipment for the battalion and attached units, and provides reinforcing maintenance to the maintenance support team (MST).

MAINTENANCE SUPPORT TEAM

5-29. The maintenance section can field one MST that is organized to provide field maintenance for all vehicles organic to the battalion companies. The RSC commander sets the MST's priorities IAW the battalion commander's guidance. When deployed in support of a Ranger company, the MST operates under OPCON of the company 1SG and the maintenance NCOIC supervises the team. The scope and level of repair is based on METT-TC. The MST makes repairs as far forward as possible, returning the piece of equipment to the unit. During combat, the MST will perform BDAR, diagnostics, and on-system replacement of line-replaceable units. Emphasis is placed on troubleshooting, diagnosing malfunctions, and fixing the equipment by component replacement. If the tactical situation permits, the MST focuses on completing jobs on-site. The MST carries limited on-board combat spares to help facilitate repairs forward. If inoperable equipment is not repairable, due either to METT-TC or a lack of repair parts, the team uses recovery assets to assist the maneuver company and may recover inoperable equipment to the unit maintenance collection point or designated linkup point. The MST is fully integrated into the Ranger company's operational plans.

BASE SUPPORT SECTION

5-30. When augmented with troop labor, each engineer section supervises and provides the expertise to establish a forward support base. This section will provide limited protection support to SOTFs and will construct mission support sites, as required. The section provides engineer expertise to tie-in to D-Cell or Navy construction engineer battalion support for bare-base and warm-base construction, as required.

5-31. The base support section provides limited construction planning and execution capabilities. It maintains proficiency with common tool kits for carpentry, electrical, concrete, and masonry work. The section provides reachback capability to leverage technical expertise of government engineering assets (U.S. Army Corps of Engineers). The base support section is capable of—

- Limited vertical construction.
- Estimating a bill of materials and basic cost estimates.
- Basic concrete and masonry work.
- Site survey and basic site layout.
- Rough carpentry, framing, and finishing.

- Basic electrical work.
- Basic vertical and horizontal construction design.
- Repair and maintenance to existing structures.
- Construction management and contract oversight.
- Quality control and quality assurance.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR SECTION

5-32. The CBRN section consists of two decontamination and reconnaissance teams (DRTs). The teams are a battalion asset and are able to support CBRN operations at two locations simultaneously. The DRTs can also make positive identification and perform decontamination of most known CBRN agents.

RANGER LOGISTICS SUPPORT

5-33. The Ranger regiment is an austere organization with organic logistics capability that relies on support from home station or prepackaged supplies during the initial stages of the deployment. As the theater matures, replenishment is provided by the TSC or joint logistics providers within the JOA. The regiment primarily receives logistics support from the RSOD and the Ranger battalion's RSC.

5-34. The Ranger force is limited by airframes for transport of both personnel and equipment. Whenever possible, the contingency stocks are augmented from theater sources to reduce the number of aircraft required deploying and supporting a Ranger force.

5-35. Rangers will deploy in support of an OPLAN or CONPLAN. Therefore, the logistics concept of support must be flexible and be tailored to support the operational requirement. As a member of USSOCOM, Rangers receive support from installations under Title 10, United States Code (10 USC), and either the SOTF or the land component command, depending upon the task organization.

5-36. The Ranger regiment requires external air and ground transportation for deployment and most infiltrations. This resupply system allows the regiment to deploy rapidly and be self-sustaining until the RSOD can coordinate with the SOTF and ALE to obtain support from the TSC or joint logistics providers within the JOA. This system also allows deploying Rangers to take what supplies they need or the airflow will allow, and enables follow-on aircraft to build up required supplies quickly.

ANNISTON ARMY DEPOT CONTINGENCY STOCKS

5-37. Anniston Army Depot maintains prepackaged contingency stocks of ammunition and Class VIII items for the 75th Ranger Regiment. These contingency stocks are pallets which are easily transferred to a departure airfield by ground vehicle and then transported by C-17 aircraft. This unique capability provides the regimental commander flexibility above and beyond support available in-theater, as well as being able to function in austere or undeveloped theaters.

ARMY HEALTH SYSTEM SUPPORT

5-38. The Ranger regiment has a medical section for which the regiment's surgeon has supervisory oversight. The surgeon's oversight includes responsibility for all AHS training opportunities in the regiment. The regiment's medical section provides AHS support for the regiment's HHC and RSTB. It also plans and coordinates theater AHS support for the ISB and SOTF operations, and medical support at the Ranger objective. This support encompasses AHS augmentation; ground, rotary-wing, and fixed-wing evacuation; and Class VIII resupply. Additionally, each Ranger battalion has a medical section with a surgeon who has supervisory oversight. Both regiment and battalion medical staffs have experience planning and leading joint casualty collection points.

5-39. The Ranger AHS mission is to provide combat trauma management to treat the wounded and injured and to save lives; to plan and conduct CASEVAC for Ranger operations; to conduct a daily sick call; to

plan, conduct, and instruct AHS training for individual Rangers and medical personnel; and to manage AHS administrative duties for all assigned personnel.

TACTICAL MEDICAL EVACUATION

5-40. Ranger forces have limited CASEVAC assets, and must rely on the SOTF, TSC, and ASCC aviation support for air MEDEVAC. The only means of tactical evacuation Ranger forces have in the target area are a limited number of medical SOF vehicles. Ranger medics have a habitual training relationship with other SOF units that have some medical ground evacuation platforms that augment the Ranger capability on a regular basis.

5-41. Generally, wounded or injured Rangers are moved in the local target area by buddy-carry or by medical SO vehicles to a casualty collection point where triage and trauma management occurs. The casualty collection point is normally located near a helicopter landing zone or fixed-wing aircraft parking area on a target airfield. The wounded are loaded onto air assets at or near the target for evacuation to the ISB or other trauma facility.

RELIGIOUS SUPPORT

5-42. The Ranger regimental HQ has a UMT for which the regimental chaplain provides supervisory oversight. The regimental UMT provides religious support and pastoral care for the regimental HQ. Each Ranger battalion also possesses—as an organic asset—a battalion UMT. The regimental chaplain provides direction and supervision for the collective Ranger regimental UMT.

5-43. Ranger UMTs provide worship services, religious rites, sacraments, ordinances, pastoral care, counseling, and crisis and emergency ministry to assigned Rangers and their family members, as well as to authorized civilian employees. To extend their ministries during decentralized operations, Ranger UMTs may develop a support network of Rangers who serve as unit religious coordinators at company and platoon levels.

Chapter 6

Special Operations Aviation Regiment (Airborne)

The SOAR supports other SOF units by planning and conducting special air operations in all operational environments. Its specially organized, trained, and equipped aviation units give the joint force special operations component commander (JFSOCC) the capability to infiltrate, resupply, and exfiltrate SOF elements engaged in all types of missions and environments.

MISSION

- 6-1. The SOAR mission is to plan, conduct, and support special air operations by clandestinely penetrating hostile and denied airspace. SOAR units can operate in harsh environments and across full spectrum operations. They support SOF in conducting joint, combined, interagency, liaison, and coordination activities in support of the USSOCOM commander and the GCC's CONOPS. The participation of the SOAR in the SOF core tasks varies based upon the type of conflict, the environment, and the scope of the operation.
- 6-2. With armed helicopters, the SOAR provides close air support (CAS) or conducts deep, unilateral, and direct action SO missions. The SOAR supports direct action SO units as small as split SF teams and as large as a Ranger battalion. SOAR units also conduct complex battalion-level air assault raids, and support C2 communications, intelligence, deception, and show-of-force operations.
- 6-3. The SOAR provides limited support to all of the activities. Such activities include combat support, civil-military operations (CMO), foreign humanitarian assistance (FHA), stability operations, and security assistance. The SOAR is a highly trained force that is best used for SO requiring the unique capabilities of the aircraft and its personnel.

ORGANIZATION

- 6-4. The SOAR (Figure 6-1, page 6-2) consists of a regiment HHC and four special operations aviation (SOA) battalions. The regiment also has three TDA units—the special operations aviation training company, a systems integration and maintenance office, and an operational assessment element. The mission of the operational assessment element is to develop and validate operational equipment, concepts, and TTP, leveraging evolving technology to enhance aviation capabilities and counter future threats in support of the USSOCOM, the Department of Energy, and OGAs.
- 6-5. SOAR units plan, conduct, and support SO missions for the ARSOF commander or for the TSOC at all levels of conflict. SOAR units are task-organized based on expected missions, the requirements of the units they support, the environmental conditions in the TO, and sustainment requirements.
- 6-6. The SOAR typically task-organizes around one of the SOA battalions. When two or more battalions are required in-theater, the regiment HQ can provide C2 for the SOAR. With proper personnel and equipment augmentation, the regimental commander could also serve as a JSOAC commander. The SOAR is the Army's only SOA unit.

EMPLOYMENT

- 6-7. SOAR units are equipped with specialized aircraft that have sophisticated, state-of-the-art mission equipment. FM 3-05.60, *Army Special Operations Forces Aviation Operations*, provides additional information on SOAR units.

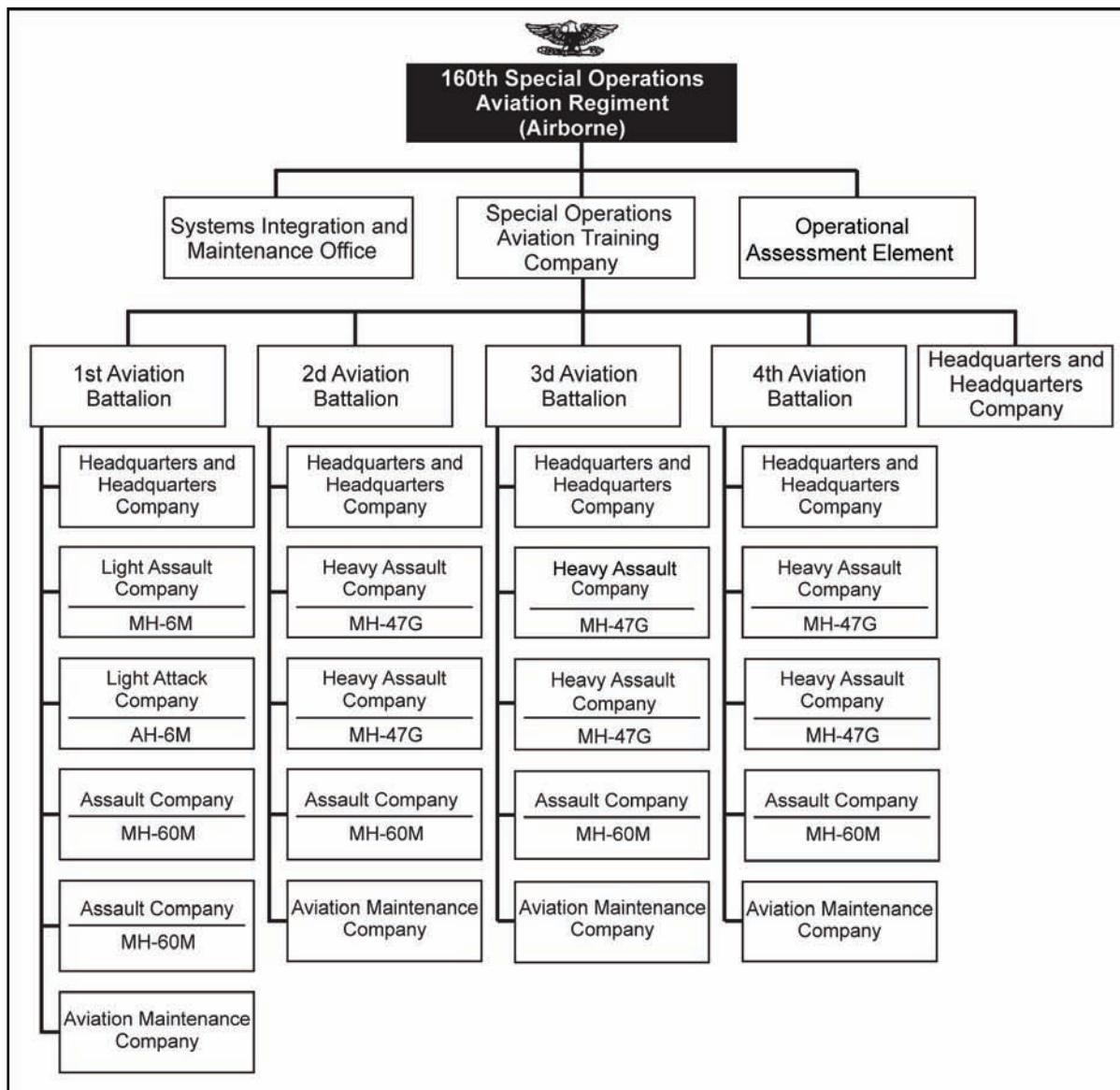


Figure 6-1. 160th Special Operations Aviation Regiment (Airborne) organization

CAPABILITIES

6-8. Decision makers may choose SOAR units because they provide the broadest range of capabilities that have direct applicability in an increasing number of environments. SOAR units can—

- Infiltrate, resupply, and exfiltrate U.S. SOF and other designated personnel and equipment.
- Operate in all environments and terrain—desert, mountain, jungle, arctic, urban, and over water—because of their specialized training and aircraft. Inherent in the training is the ability to operate from maritime platforms, to conduct long-range precision navigation to point targets, and to operate in a high-threat environment.
- In-air-refuel medium and heavy assault aircraft, thereby increasing the range of the aircraft. The light assault and attack aircraft are easily transported and combat-offloaded from USAF tactical airlift aircraft.
- Provide organic centralized aviation unit maintenance and aviation intermediate maintenance capability for all assigned aircraft, armament, and avionics. This capability allows for efficient

and habitual task organization that reduces duplication of effort and support equipment requirements.

- Provide CAS and terminal guidance for precision munitions in support of SOF.
- Provide emergency aerial CASEVAC and en route critical care to wounded U.S. SOF and other designated personnel.

6-9. The collocation of SOAR assets with other SOF reduces distribution problems and facilitates use of the airlift. SOAR units also have limitations that planners must consider. They have—

- Limited organic logistics support capability.
- No food service support or water storage capability. For extended deployments, food service support is required to support 24-hour operations and varied aircrew schedules.
- Insufficient manpower to provide an adequate force-protection capability. Augmentation or a secure airfield is required.
- No organic billeting for personnel. Extended deployments require facilities to billet aircrews. The facilities should be climate-controlled and compartmented to support varied complicated aircrew rest schedules.
- Insufficient organic transportation to conduct their own unit movement. Augmentation is required from the supported unit or theater transportation assets.
- The requirement for stovepipe requisition and distribution systems to resupply SOAR-peculiar Class II, V, and IX items.
- No ground support assets necessary to accept supply point distribution. The unit distribution method of resupply is required.
- No ability to effect integration into the airspace control system. SOAR units require support or augmentation for airspace deconfliction and tactical air support coordination.
- A small-sized force and the inability to regenerate personnel or equipment rapidly.
- Limited Class III bulk capability. SOAR units rely heavily upon theater support.

CONTINGENCY PLANNING

6-10. In contingency planning, ARSOF units, in conjunction with the SB(SO)(A), prepare a support plan. The support plan identifies support requirements for OPLANs and CONPLANs in an austere DSOR, down to the user level. The ASCC coordinates with in-theater support organizations to fulfill requirements and prepares a support plan identifying support relationships and shortfalls.

6-11. All logistics operations constantly strive to maintain units at a desired level. To maintain the desired level, planners must—

- Maximize the use of existing fixed facilities.
- Limit logistics requirements to mission essential and acceptable risk.
- Minimize the handling of supplies.
- Concentrate maintenance on returning major end items to service.
- Rely on ALOCs for rapid resupply.
- Anticipate high attrition of supplies while performing missions in denied areas.
- Identify to the ASCC as early as possible those items that require operational floats or other special logistics arrangements.
- Make maximum use of HNS, including local and third-country resources.
- Conduct threat assessment.
- Conduct risk assessment.

CRISIS ACTION PLANNING

6-12. CAP is based on current events and is conducted during time-sensitive situations and emergencies using assigned, attached, or allocated forces and resources. CAP planners base their approach on the actual

circumstances that exist at the time planning occurs. They follow prescribed CAP procedures that parallel contingency planning, but are more flexible and responsive to changing events and time constraints.

6-13. ARSOF logistics planning must take into consideration the austere requirements to support operations. Typically, in the early stages of any deployment, ARSOF will be required to establish separate ISBs and eventually expand the number of support bases to meet mission requirements. To maintain the desired level of support, meet operating tempo projections, and provide flexibility, each planner must be able to meet current requirements and simultaneously plan for future ARSOF requirements. ARSOF must first consider the existing infrastructure in-theater. Using this infrastructure as a baseline, ARSOF planners then integrate, consolidate, and cross-level resources to maximize logistics support.

LOGISTICS SUPPORT

6-14. Under most deployment and exercise scenarios, battalions and separate company-sized elements of the 160th SOAR (A) deploy independently of regiment control and use their internal logistics procedures to ensure accurate, substantial, and timely logistics support and sustainment. The following procedures will be implemented in the event that the regiment HQ deploys to control subordinate unit missions:

- Predeployment planning:
 - For a regiment deployment, battalion S-4/logistics operations (LOGOPS) sections determine their predeployment requirements using the standard exercise Logistics Requirements Worksheet, the Operations Log (OPLOG), and the Logistics Execution Worksheet (LEW).
 - S-4/LOGOPS personnel will, to the best of their abilities, provide sustainment and services requirements, by phase and class of supply to the regimental S-4 IAW published timelines.
 - When required, S-4/LOGOPS personnel will prepare and brief the concept of support for the battalion or regiment commander.
 - Special consideration is taken into account for To-Accompany-Troops (TAT) baggage and ammunition, as well as the planning process for requesting modes of transportation.
- Deployment phase:
 - During deployment, sustainment operations are time-sensitive.
 - Sustainment operations must be synchronized with and integrated into the CCDR's plan.
 - Sustainment operations must be responsive; all else becomes irrelevant if the logistics system cannot support the CONOPS or the CCDR's plan.
- RSOI:
 - For regiment deployments, daily reporting is done through the regimental S-4.
 - Based on the received reports, the regimental S-4 coordinates required support.

6-15. When the SOAR is attached to a SOTF with SF or Ranger logistical organizations, the SFG support battalion or the RSC will be the CUL provider. It will arrange support by coordinating requirements through the SB(SO)(A) HSOC; the respective theater ALE, TSOC, and TSC; and by reachback through the SB(SO)(A) to USASOC and USSOCOM for SOF-peculiar support. The SF or Ranger logistics organizations are joint- and multinational-capable in that they can accept augmentation of, and employ, CUL assets from ARSOF and other Services and nations. They will then integrate their capabilities into a cohesive plan supporting the commander's operational concept. When ARSOF are assigned to a combined JSOTF, they will provide their organic support packages for Service-specific and common logistics support.

6-16. The TSOC, ALE, and SOAR logisticians coordinate with the TSC to develop plans and subsequent orders. They assist in the development of, and implement, directives the commander issues to support ARSOF assigned to the GCC. The TSOC and ALE advise the GCC on the appropriate command and support relationships for each ARSOF mission. The ALE keeps the SB(SO)(A) informed of the status of theater supporting plans and logistical shortfalls.

6-17. The GCC supports ARSOF in his AOR. SOAR logistics planners, with the assistance of the ALE, identify the support requirements in the planning phase. They must also identify the logistics shortfalls for

inclusion in the GCC's risk assessment in his AOR. If the TSC cannot support ARSOF, it must raise the shortfall to the supported GCC for resolution.

ARMY HEALTH SYSTEM SUPPORT

6-18. The SOAR is assigned a flight surgeon, an aviation physician assistant, and nine SO flight medics (also known as special operations combat medics [SOCMs]) (MOS 68WW1) at both regiment and battalion levels. An aeromedical clinical psychologist and physical therapist are assigned at the regiment HQ (Table 6-1). The SOAR uses internal medical assets to provide aerial CASEVAC and en route critical care to supported SOF up to Echelon I+ support. The SOAR medical personnel use internal medical assets to support airborne forward arming and refueling point (FARP) operations. The SOAR is dependent upon the theater AHS assets for Echelon II-and-above support.

Table 6-1. Army health system personnel authorizations for the SOAR

Unit	Personnel
Special Operations Aviation Regiment	Regiment Surgeon, Area of Concentration (AOC) 61N, Lieutenant Colonel (LTC) Aeromedical Clinical Psychologist, AOC 73R, Major (MAJ) Aeromedical Physical Therapist, AOC 65B, Captain (CPT) Aviation Physician Assistant, 65D, CPT Senior Flight Medical NCO, MOS 68WW1, SOCM, Master Sergeant (MSG) Medical Operations NCO, MOS 68WW1, SOCM, Sergeant First Class (SFC) Flight Medical Specialist, MOS 68WW1, SOCM, Sergeant–Staff Sergeant (SGT–SSG) (4)
Special Operations Aviation Battalion	Battalion Surgeon, AOC 61N, MAJ Aviation Physician Assistant, AOC 65D, CPT Special Operations Flight Medic, MOS 68WW1, SGT–SFC (9)
Note: Medical personnel have the special qualifications identifier designating flight status and airborne status.	

6-19. SOAR units require certain logistics support for which the regiment has no organic capability. These services are as follows:

- The SOAR has limited bare-base assets (including no organic tentage). Logistics planners must identify and procure tentage for the SOAR task force operating in an austere environment. When available, fixed, climate-controlled billeting is optimal for flight management. The SOR must identify billeting requirements.
- The SOAR has limited airdrop resupply and equipment maintenance capability. However, it can provide airborne insertion of a FARP and C2 elements. The SOR must identify follow-on airborne requirements. Coordination is through the TSC or JTF.
- The regimental S-4 oversees deploying aviation life support system (ALSS) personnel and equipment based on METT-TC, mission profile, and duration of the mission. The aviation life support officer ensures preinspections of personal equipment, protective armor, climate kits, and mission-specific equipment. ALSS specialists deploy with limited backup equipment to support the deploying task force. Additionally, the ALSS section provides search and rescue swimmers for overwater operations.
- The SOAR task force requests mortuary services, as required. Requests are coordinated through the SOTF and the TSC.

- The regiment has no food service capability. Because of mission duration and times, the SOAR task force requires rations during 24-hour operations. SOAR units must rely on the supported unit to provide food service. The SOR must identify food-service requirements.
- Based on duration of the operation, the SOAR task force may require laundry and shower services. When developing SORs, logistics planners must include water requirements for these services into the total water requirements.

6-20. The SOAR has additional water requirements to wash aircraft and flush engines to prevent corrosion during operations in austere environments. Logistics planners must compute these water requirements and identify them in the SOR. Table 6-2 lists the minimum water planning requirements for each type of organic aircraft in remote operations. This water requirement is for manual washing of aircraft and engine flushing on a daily basis.

Table 6-2. Water requirements for aircraft washing and engine flushing

Water Requirements (Gallons)			
Type of Aircraft	Fuselage	Engine	Total
MH/AH-6	25	10	35
MH-60	30	20	50
MH-47	50	21	71

SUPPLY SUPPORT

6-21. The collocation of SOAR assets with other ARSOF units reduces external logistics and Class VIII distribution problems, and facilitates use of SOAR airlift. The following paragraphs describe SOAR organic support capabilities and limitations when not collocated with an RSC, a GSB, or a GSSC:

- The SOAR task force deploys with a basic load of MREs for initial sustainment. It has no organic food service or water-storage capability.
- The SOAR deploys with a basic load of Class II supplies for initial sustainment. It has limited document-management resources, such as computers, copiers, and shredders.
- Theater pipeline support, joint assets, or in-country sources provide bulk fuel to the SOAR in-theater. During sustained operations, heavy expanded mobile tactical truck fuelers deploy if airlift or sealift is available from the TSC to provide fuel support at the ISB or SOTF. Then they can establish limited FARPAs. SOAR units can deploy the equipment by airborne or airland methods to establish 500-gallon-blivet or 20,000-gallon-bladder FARPAs, usually in support of a tactical operation. They do not have the capability to conduct long-term sustainment operations without bulk resupply from theater assets.
- Theater assets must deliver bulk resupply, as the SOAR does not have the organic capability to transport large quantities of fuel. Because of the high operating tempo of the SOAR unit, the fuel requirement is higher than it is for a similarly-sized general purpose force. The SOAR deploys with a basic load of Class III packaged POL for initial sustainment. The SOAR requires aerial-refueling support for missions, when appropriate. The SOR must identify the requirements.
- Identification of Class IV materiel occurs based on mission requirements in the SOR. Because of the limited space on USAF or USAF Reserve strategic airlift allocated for deployment, coordination must occur for pre-positioning and HN support.
- The SOAR deploys with a basic load of common and SOAR-specific Class V supplies. Planners schedule airlift and configure resupply and follow-on ammunition packages for delivery based on the mission. The TSC or JTF coordinates ammunition resupply from available sources in-theater. SOAR logistics planners identify common Class V requirements using the SOR. The SOAR has a limited capability to transport or store large quantities of Class V supplies and relies on theater transportation and storage.

- Units deploy with Class VI items for initial sustainment (usually a 13- to 30-day supply), when available. Health comfort packets arrive in-theater upon establishment of the logistics system.
- The SOAR controls weapons systems and replacement aircraft from base stations using the SOAR's limited operational readiness floats. The deployed SOAR task force requests airframes, weapons systems, and aviation parts through the supporting task force J-4 to CONUS logistics channels. SOAR S-4s coordinate with appropriate activities and item managers for immediate release of replacement systems.
- SOAR flight surgeons develop their deployment load of Class VIII supplies based on METT-TC for initial sustainment. The task force then integrates into the joint or theater health service support system for resupply and sustainment.
- Forward support packages (FSPs) deploy with the SOAR task force. These packages include Class IX air and armament parts and contractor logistics items. The regiment S-4 directs the deployment of the FSPs, based on METT-TC and availability of ALOC for initial sustainment and follow-on resupply. If ALOCs are unavailable after deployment for a brief period of time, the forward support section coordinates with the regiment aviation maintenance office and directs additional items to accompany the standard FSP.

RESUPPLY FOR DEVELOPED AND UNDEVELOPED THEATERS

6-22. Once integrated in the ASCC logistics system, the SOAR will coordinate with the supported theater for logistics resupply. The supported ASCC and TSOC have an SB(SO)(A) ALE and/or ASPO charged to coordinate logistics for the SOAR operating in-theater. The ALE is a key element in ensuring SOAR logistical requirements are being met.

6-23. The theater ASCC receives the validated SOR. The supporting TSC/ESC reviews documents (usually during initial and in-progress planning conferences) with SOAR units to determine availability of support and services. The ALE planners coordinate key elements in the theater logistics structure, particularly the TSC, to support ARSOF. The essential element of support to the SOAR is the establishment of scheduled intertheater and intratheater airlift. Coordination of movement from the home station to the theater is coordinated with the USASOC G-3 JOPES section.

6-24. Coordination of movement within the theater is through the TSOC or the JTF joint movement center, with approval for C-130 use coming from the GCC. This transportation support is the hub of logistics support since many SOF-peculiar repair parts, test sets, and associated tools are unavailable in normal theater supply systems. This airlift transports SOF-peculiar items from origin to the APOD. If the APOD is the destination airfield in the supported theater, the SOAR unit (if within range) picks up the repair parts, or scheduled intratheater transportation delivers the parts to the destination airfield. The deploying SOAR unit must accomplish the following logistical tasks:

- Develop the SOR based on OPLANs and mission plans. Submit the SOR through operational channels for validation by the TSOC as early as possible but not later than the suspense date.
- Deploy with sufficient required basic loads. Schedule additional supplies on later flights as priorities allow.
- Resource the following key personnel to facilitate parts and equipment collection and transfer. Ensure these key personnel coordinate with the FSP manager (deployed) and the SSA at Fort Campbell, Kentucky.
 - Coordinate with battalion S-4 representative and production control forward (deployed).
 - Coordinate with battalion S-4 and production control rear at Fort Campbell, Kentucky, who has access to unit technical supply sections able to conduct lateral searches for required items needed forward.
 - Provide regiment S-4 representative in the regiment emergency operations center (EOC) an information copy of requests (message traffic, fax transmissions) from deployed assets or units upon receipt.

6-25. Upon receiving a mission or the notification of an impending mission, the regiment HQ begins planning the operation or contingency. Upon notification of authorization to deploy forces, the regiment HQ—

- Implements a 24-hour EOC.
- Provides an FSP manager for the deploying task force.
- Reviews with the regiment S-3 the SOR from the deploying SOAR task force and submits these requirements to SB(SO)(A), JSOTF J-4, and the TSC.
- Provides 24-hour oversight of activities of the SSA, ALSS, PBO, OCIE, and regimental aviation maintenance officer for aviation-intensive-managed items release.
- Provides PBO or materiel management for deployed assets. Coordinates directly with designated DS unit, under direct liaison authorized.
- Provides a deployment Department of Defense activity address code (DODAAC) to the deploying task forces.
- Coordinates (through the ALE) for all local purchases of items not readily available from the Army supply system and SO sources of supply.

FINANCIAL MANAGEMENT SUPPORT

6-26. Financial management support is provided by the Financial Management Company. Financial management support may include—

- Providing funds to ALE and other supported agencies and paying agents.
- Coordinating resupply of funds, materiel, and services in-theater.
- Coordinating currency exchange with the appropriate embassy or agency.
- Paying local vendors and contracts.

FORWARD ARMING AND REFUELING POINT OPERATIONS

6-27. The SOAR has an organic airborne forward arming and refueling section that provides Class III (bulk) and Class V support for operational units. The airborne forward arming and refueling section can rig for airdrop and operating 12-, 16-, or 32-foot Type V platforms with FARP equipment. FARP personnel can operate MH/AH-6, defensive armed penetrator (DAP), MH-60, and MH-47 FARPs. They can also operate during joint fixed-wing refueling operations in forward areas. Because of the high volume of fuel required for the MH-47 and MH-60, the tactical airdrop FARPs are usually used in support of the MH/AH-6. This aircraft has limited range and lack of in-flight refuel capabilities.

Chapter 7

Civil Affairs Brigade (Airborne)

Military commanders must consider not only the military forces but also the environment in which those forces operate. One environmental factor that commanders must consider is the civilian populace and its impact of whether it is supportive, neutral, or hostile to the presence of military forces. A supportive populace can provide material resources that facilitate friendly operations. It can also provide a positive climate for military and diplomatic activities that a nation pursues to achieve its foreign policy objectives. A hostile populace threatens the immediate operations of deployed friendly forces and can often undermine public support at home for the nation's foreign policy objectives. CMO are the activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile AO to facilitate military operations to consolidate and achieve U.S. objectives. CMO may include performance by military forces of activities and functions normally the responsibility of local, regional, or national government. These activities may occur before, during, or after other military actions. They may also occur, if directed, in the absence of other military operations. CMO may be performed by designated CA, by other military forces, or by a combination of CA and other forces (JP 3-57, *Civil-Military Operations*). Simply put, CMO involve the interaction of military forces with the civilian populace to facilitate military operations and to consolidate operational and foreign policy objectives.

MISSION

7-1. The mission of Active Army CA is to support the commander's relationship with civil authorities and the civilian populace, to enhance military effectiveness, and to accomplish overarching national objectives. ARSOF CA units consist of personnel who plan, supervise, and conduct Civil Affairs operations (CAO) in support of CMO. CAO are those military operations planned, supported, executed, or transitioned by CA forces through, with, or by the indigenous populations and institutions, intergovernmental organizations, nongovernmental organizations (NGOs), or OGAs to modify behaviors, to mitigate or defeat threats to civil society, and to assist in establishing the capacity for deterring or defeating future civil threats in support of CMO and other U.S. objectives. CA units and personnel are force multipliers that engage the nonmilitary aspects and phases of operations to enhance military efforts throughout full spectrum operations.

7-2. The U.S. military can expect challenges from increasing missions in a civil-military environment. CA forces offer unique capabilities that not only enhance the mission but also ultimately advance the U.S. political, economic, and foreign policy interests.

ORGANIZATION

7-3. The Active Army CA force consists of a brigade HHC and four regionally aligned battalions. The CA battalions are flexible, multipurpose organizations for training, equipping, mobilizing, and deploying task-organized CA teams in support of CMO. The CA battalions support missions conducted under GCCs or a Country Team. They provide CA support to the respective GCC, as necessary, by attaching

task-organized elements from their HQ or attached CA assets. CA units support at the operational and tactical levels (Figure 7-1).

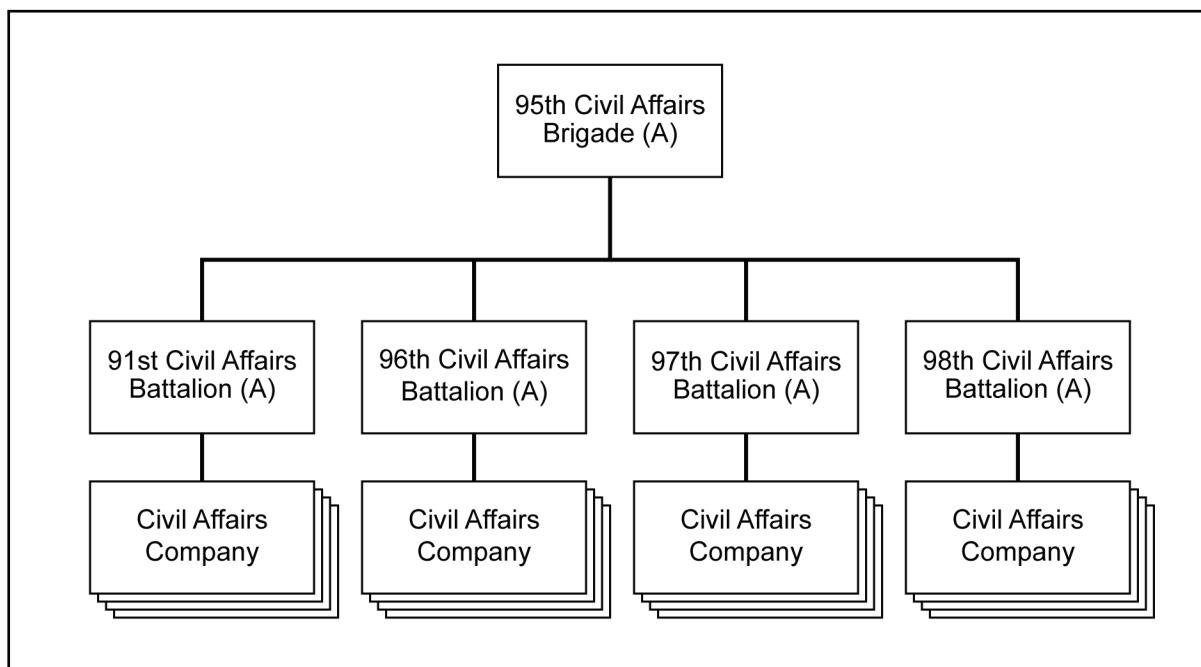


Figure 7-1. Active Army Civil Affairs (Airborne) organization

7-4. To meet the increased need for a rapid-deployment CA capability, the Army established an Active Army airborne-qualified CA brigade with a worldwide mission. The brigade is capable of rapidly deploying CA forces anywhere in the world. This capability meets initial CA force requirements during contingency operations. Subsequent transition to USAR CA forces begins upon mobilization and deployment of the forces to the AO.

CAPABILITIES

7-5. The Active Army CA brigade's mission is to rapidly deploy regionally focused, initial entry CA planning teams, civil-military operations centers, and CA battalions and companies to plan, enable, shape, and manage CAO in support of a GCC, TSOC, JFSOCC, corps, division, or BCT. Area or regional orientation helps commanders focus their personnel and training to meet mission requirements.

7-6. Repeated deployments into the supported GCC's AOR provide critical experience and enhance regional orientation. The CA battalion—

- Advises and assists ARSOF and indigenous personnel on populace and resources control (PRC), FHA, civil information management (CIM), nation assistance (NA), support to civil administration (SCA), and support to UW operations.
- Advises and assists ARSOF and indigenous government agencies on PRC, FHA, CIM, NA, SCA, and civic assistance supporting foreign internal defense (FID) operations.

7-7. The USAR CA battalion provides tactical CA support to the division command. The Active Army CA battalion functions as the tactical-level CA capability that supports the division, the BCT, the JSOTF, and SOTFs. The Active Army CA battalions are regionally oriented and provide the rapid deployment “bridge” for division and BCTs until replaced by USAR CA battalions. Each CA battalion provides C2 and staff support to other component Services and joint theater staffs, as required. CA battalions accomplish their missions through attachment of subordinate elements to supported commands.

7-8. CA battalions plan and conduct CAO in support of ARSOF and other organizations, as directed. The Active Army CA units provide immediate operational access to CA assets for the GCCs, through the

regionally aligned companies. They support planning and coordination of CAO and CMO while supporting the TSOC, the JSOTF, and the SFG(A) HQ. They also provide support to Army GPF, as required.

LOGISTICS SUPPORT

7-9. The type of operation, deployment sequence, unit-basing, and AOR shape the logistics environment for CA forces. Geographic TSC organizations and procedures are normally adequate for CA requirements. SB(SO)(A) and ALE procedures are in place to handle the few CA-peculiar equipment requirements. The ASCC, assisted by the ALE, provides RSOI and follow-on support and sustainment of ASCC forces, including ARSOF. The following conditions occur often enough that CA units must receive special consideration during logistics planning:

- Forward-deployed CA units are usually in isolated, austere locations. In such cases, distribution of the support requirement is the key consideration.
- Although a requirement may exist for some special equipment, most equipment is Army common and organic logistics units can maintain the equipment.

7-10. The GCC through the TSOC tasks missions to CA forces. The GCC's staff works closely with the TSOC, ALE, and the TSC to articulate the CA requirements. The GCC establishes priorities and allocates the available resources to accomplish each mission. The GCC develops the theater support plan of theater logistics organizations that include CA logistical requirements.

7-11. The TSOC establishes the command relationship involving CA forces within the TO. CA logistics planners coordinate with the SB(SO)(A) and ALE to develop plans and subsequent orders or to implement directives. These requirements are coordinated with the TSC and integrated into the overall logistics support plan. The ALE keeps the SB(SO)(A) informed of the status of GCCs' supporting plans and projected CA logistic shortages.

7-12. CA planners identify the logistics support requirements in the planning phase. The planners must also identify the logistics shortfalls for inclusion in the GCC's risk assessment.

7-13. CA units should develop a concept of support and logistics estimates during the MDMP. The CA units should communicate their sustainment requirements early on with the ARSOF SB(SO)(A) Home Station Support Center and the ASPO cell. Doing so enables the theater ALEs to assist in planning and integrating the CA units' sustainment requirements into the theater sustainment infrastructure. When a CA unit is attached to an ARSOF-led JSOTF with organic ARSOF logistics units (GSB/RSC), the ARSOF units can provide CUL to the CA elements. The GSB/RSC can also act as a "plug-in" to the theater-level sustainment units on the ground. The deployed CA unit should establish a relationship early on with the SB(SO)(A)'s ALE/ASPO cell, especially when there is no ARSOF-led JSOTF or ARSOF logistics elements in the AO. The key to success is the early planning and coordination with the SB(SO)(A) elements, theater sustainment units, and the TSOC J-4.

MAINTENANCE SECTION

7-14. The mission of the 95th CA Brigade ground maintenance section is to provide quality maintenance for four battalions and one HQ on all CA ground support equipment and weapons in both CONUS and OCONUS.

RIGGERS SECTION

7-15. The 95th CA Brigade riggers provide personnel and cargo parachute support for the brigade. They provide a backfill for the SOTF as required for CA/USASOC airdrop and sling-load missions. In addition, they provide CDS airdrop and sling-load support as required to meet the 95th CA CMO and humanitarian assistance mission requirements in four theaters.

PLANNING AND PREPARATION CONSIDERATIONS

7-16. CA sustainment planners must address the planning considerations identified in Chapter 2. Two methodologies of planning are contingency planning and CAP.

7-17. During contingency planning, CA units fully identify support requirements for OPLANs and CONPLANs in a SOR, down to the user level. In this way, the ASCC coordinates how to fulfill requirements from the support structure in the ASCC and prepares a support plan identifying support relationships. During contingency planning, the SB(SO)(A) theater ALEs assist the ASCC in conducting assessments or site surveys (Appendix D). When feasible, planners integrate these assessments into the theater campaign plan to provide operational and logistics information for logistics preparation of the theater.

7-18. In CAP, the requirements anticipated at the GCC's level dictate the amount of responsiveness and improvisation required in reactive, no-notice support and sustainment. Upon notification of mission requirements, CA units submit a revised SOR modifying logistics requirements. The use of assessment teams may not be practical during CAP. In such cases, the relationship and coordination between the GCC, TSOC, SB(SO)(A), and ALE are critically important.

STATEMENT OF REQUIREMENTS

7-19. The CA SOR is a critical source of information for the TSC and the ALE in their coordination and facilitation functions. The intent of the SOR process is to identify logistics needs early in the planning cycle. (Appendix E outlines the SOR format.) The TSOC ALE uses the GCC OPLAN in preparing his concept plan for inclusion in the mission order. This approach allows the ALE time to review required support before the CA mission unit submits the mission-tailored SOR. This review is especially critical in CAP and short-notice mission changes.

ARMY HEALTH SYSTEM SUPPORT

7-20. Army CA units have medical personnel assigned to advise, evaluate, and coordinate medical infrastructure, support, and systems issues in foreign countries. Particular emphasis is on preventive medicine, sanitation, disease prevention, veterinary medicine, and prevention of zootoxin diseases. For sustainability of such services, CA units are dependent on the theater AHS support assets for most requirements. The Active Army CA battalion has assigned medical sergeants and can provide limited AHS support to members of the unit in some mission profiles.

STABILITY OPERATIONS

7-21. Each operation is unique and requires mission-specific analysis that develops a tailored sustainment force. Joint, international, and interagency activities add complexity to the sustainment system. CA forces may find themselves conducting operations outside a theater support system because of geographic location. Preparation and submission of a SOR during these types of operations not only enhances the unit's requirements determination process, but also provides an opportunity to validate the theater OPLAN requirements.

MAJOR COMBAT OPERATIONS

7-22. A robust sustainment system that develops into a mature logistics infrastructure characterizes a protracted major combat operation. When the theater support system is in place, it meets most ARSOF requirements. CA logistics planners must focus on—

- *Initial entry.* They must determine the type of sustainment required, the number of days of accompanying supplies based on the time-phased force and deployment data (TPFDD), and the CA basing needs.

- *Buildup and integration.* They must coordinate and integrate CA logistics with the theater support system before TPFDD closure and as the system matures. In some cases, the theater logistics infrastructure never achieves full maturity.
- *Redeployment.* As units start the redeployment phase, the ASCC ensures the tailoring (FNS or contract) of the remaining support units to meet stay-behind CA support requirements.

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Chapter 8

Psychological Operations Group (Airborne)

The purpose of PSYOP is to induce or reinforce foreign attitudes and behavior favorable to U.S. national objectives. When properly employed, PSYOP can save lives of friendly and adversary forces by reducing the adversaries' will to fight. By lowering adversary morale and reducing their efficiency, PSYOP can also discourage aggressive actions and create dissidence and disaffection within their ranks, ultimately inducing surrender. PSYOP provide a commander the means to use a nonlethal capability in full spectrum operations from peace through conflict to war, and during postconflict operations.

MISSION

8-1. The PSYOP mission is to influence the behavior of foreign target audiences to support U.S. national objectives. PSYOP accomplish this by conveying selected information and/or advising on actions that influence the emotions, motives, objective reasoning, and ultimately the behavior of foreign audiences. Behavioral change is at the root of the PSYOP mission.

ROLES OF PSYCHOLOGICAL OPERATIONS

8-2. To execute their mission, ARSOF PSYOP Soldiers perform the following traditional roles to meet the intent of the supported commander:

- Influence foreign populations.
- Advise the commander on PSYOP actions.
- Provide public information.
- Serve as the supported commander's voice to foreign populations.
- Assist in the countering of enemy propaganda, misinformation, disinformation, and opposing information.

ORGANIZATION

8-3. The 4th Psychological Operations Group (Airborne) (POG[A]) (Figure 8-1, page 8-2) plans and conducts ARSOF PSYOP activities and implements them worldwide. They operate in small autonomous teams, with other SOF, OGAs, or multinational units. Tactical PSYOP forces execute various activities that specifically support SF and Ranger missions.

8-4. The 4th POG consists of four regional Psychological Operations battalions (POBs), a tactical Psychological Operations battalion (TPB), a dissemination PSYOP battalion, and an HHC. FM 3-05.30, *Psychological Operations*, provides further information on PSYOP organization.

REGIONAL PSYCHOLOGICAL OPERATIONS BATTALION

8-5. Regional POBs exist only in the 4th POG(A). Each regional POB is aligned with a GCC and maintains a close working relationship with that GCC and the TSOC. The regional POB has the capability to conduct PSYOP planning, PSYOP target audience analysis, and development and design of PSYOP products. Regional POBs also task-organize PSYOP support elements to conduct PSYOP planning and the PSYOP process. Regional POBs must rely on the PSYOP dissemination battalion or external agencies to

produce products. Each regional POB is authorized one headquarters and support company (HSC), two product development companies (PDCs), and direct support from a Strategic Studies Detachment.

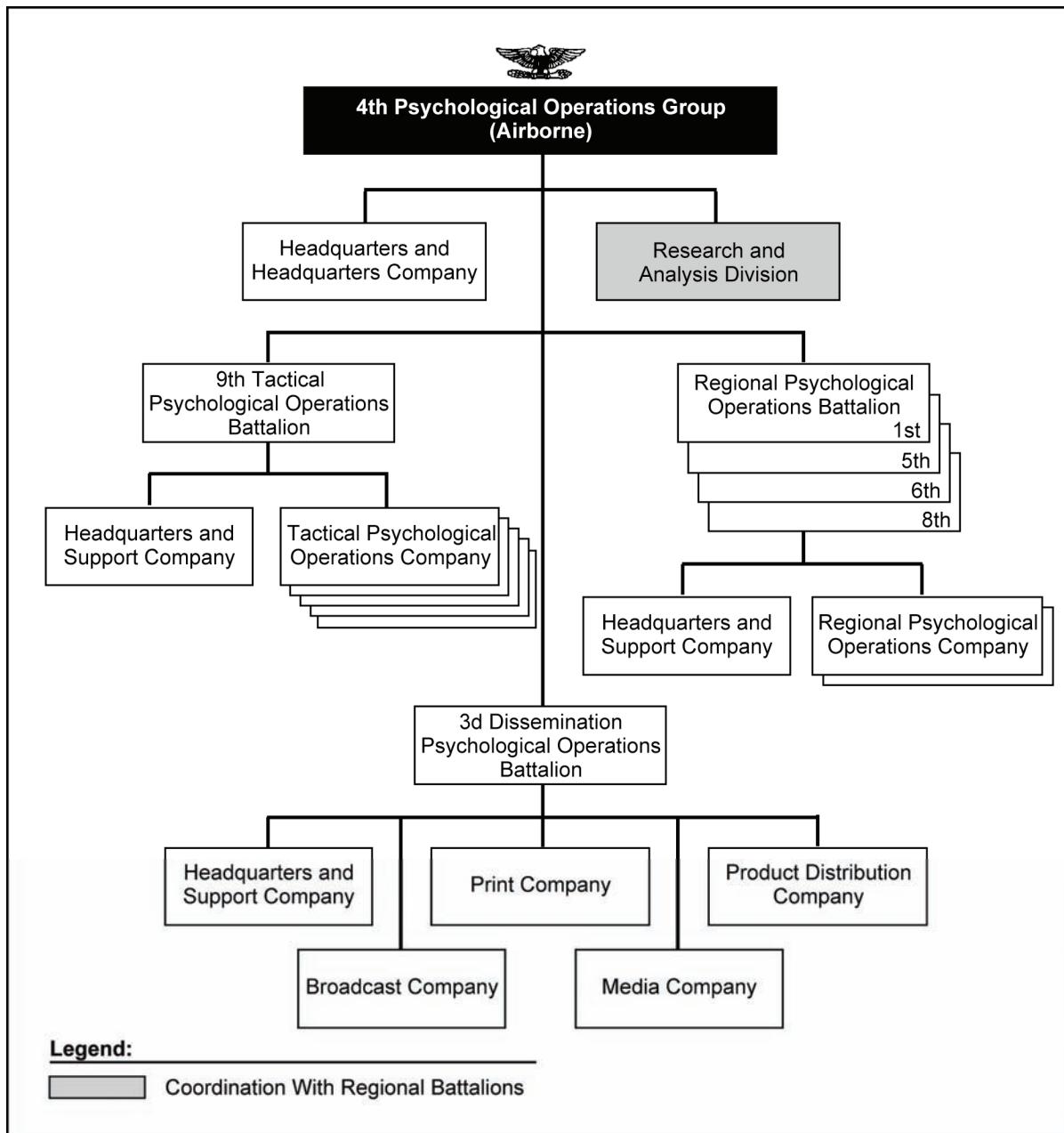


Figure 8-1. 4th Psychological Operations Group (Airborne) organization

TACTICAL PSYCHOLOGICAL OPERATIONS BATTALION

8-6. The TPB provides tactical PSYOP support to deployed ARSOF units. The TPB provides ARSOF a responsive and culturally attuned tactical PSYOP capability. Each of the battalion's companies focuses on a specific theater. The TPB assigns its subordinate tactical Psychological Operations companies (TPCs) to ARSOF group- and regiment-sized units. Each TPC has one tactical PSYOP development detachment and three tactical Psychological Operations detachments (TPDs). Each TPD consists of three tactical PSYOP

teams, which provide planning and dissemination support to SFODAs and ARSOF battalion-sized units. Tactical elements disseminate products normally developed by the PDC.

8-7. Tactical PSYOP forces, in support of ARSOF units, are normally attached to and under OPCON to the supported ARSOF unit. This command relationship facilitates the integration of the ARSOF PSYOP unit into the supported unit's mission planning, and simplifies the logistics support requirements.

DISSEMINATION PSYCHOLOGICAL OPERATIONS BATTALION

8-8. The dissemination PSYOP battalion provides regional and tactical PSYOP units with audio, visual, and audiovisual production support; product distribution support; signal support; and media broadcast capabilities. The dissemination battalion provides support to PSYOP forces from the fixed-station location at Fort Bragg, North Carolina, and through teams deployed with PSYOP units around the world. The dissemination battalion is comprised of the Media Operations Center; broadcast, print, media, and distribution companies; and an HSC.

EMPLOYMENT CAPABILITIES

8-9. GCCs and subordinate TSOCs integrate and synchronize ARSOF PSYOP activities at all levels as early as possible during the planning process. During peacetime or war, the joint psychological operations task force (JPOTF) (joint if other Service assets or personnel are integrated), if established, or an ARSOF PSYOP support element is under OPCON of the combined JTF or may be retained by the GCC to support the entire AOR.

8-10. ARSOF PSYOP units can organize, plan, and execute operations in support of SOF by using organic and nonorganic DOD PSYOP assets such as the following:

- Organic tactical loudspeaker teams.
- Organic product development detachments.
- Print assets.
- Media assets.
- Cultural expertise.
- Organic and contracted language capabilities.
- Organic and contracted print capabilities.
- Platforms with radio and television products.

LOGISTICS SUPPORT

8-11. The challenge for logistical personnel is to synchronize logistics activities with operational employment concepts. The PSYOP logistics planner must plan a support concept for a JPOTF that operates from multiple bases, ranging from CONUS through the communications zone to the JOA. The task becomes more complex by the requirement to derive common support from ARSOF, joint, and multinational sources. The following paragraphs outline the primary tasks for logistics support to ARSOF PSYOP, the concept of logistics support, responsibilities for support, and planning considerations.

PRIMARY TASKS

8-12. The PSYOP logistician must be familiar with ARSOF and joint logistics. He must also be knowledgeable in securing support from multinational or HN sources.

8-13. The SOR is the key to securing responsive support. Based upon current OPLANs, the SOR is updated with receipt of a warning order from the supported theater through USSOCOM and during contingency planning. Like the joint targeting coordination board in the operational planning process, the SOR is recognized by Army and sister Service logisticians. The SOR is a powerful tool that PSYOP logisticians must master and use.

8-14. ARSOF PSYOP units are based in CONUS and operate IAW the Army's strategy of using force projection. USASOC has organized and stationed its ARSOF sustainment organizations and activities IAW the Army's concept of force projection. This change allows PSYOP to integrate organic logistics and health protection elements within the ASCC support structure for sustainment to deployed ARSOF PSYOP forces to meet this challenge.

CONCEPT OF PSYCHOLOGICAL OPERATIONS SUPPORT

8-15. As a result of the reorganization of USAR PSYOP units to the Army GPF, active PSYOP units, primarily, will support SOF. ARSOF doctrine is addressing the implications of the restructuring of PSYOP forces, which includes logistical support. In all likelihood, the TSOCs may be providing support to ARSOF PSYOP forces.

8-16. The POG or regional POB S-4 has the staff lead for logistics planning and execution. When not task-organized for an operational mission, the group S-4 is the senior logistics officer, and the USASOC Deputy Chief of Staff for Logistics is the higher logistics authority. When task-organized for an operational mission, the group S-4 coordinates with the HQ having control to establish the logistics support relationships. The group S-4 should also be coordinating with the deployed SB(SO)(A) ALE and ASPO cell for any coordination that may need to take place between the PSYOP elements, the ASCC theater support elements, and the TSOC. The S-4 must arrange for continuity of logistics support during the transition between USASOC and the change of OPCON to the GCC.

8-17. The concept of PSYOP support must continuously focus on maintaining and sustaining the operational strength of the deployed units. Conversely, the unit S-3 and S-4 must ensure that employment considerations do not exceed the capacity of the logistics units to support operations.

LOGISTIC RESPONSIBILITIES

8-18. Unless otherwise directed by the SecDef, the military departments and Services continue to provide the logistics and administrative support of Service forces assigned or attached to joint commands, including ARSOF PSYOP units. Elements with support responsibilities include the ASCC, USASOC, and TSOC.

8-19. As prescribed by 10 USC, USASOC retains responsibility for logistical support of ARSOF. The ASCC provides the necessary support for the ARFOR assigned to a combatant command. With assistance from the SB(SO)(A) and the ALE, the ASCC develops the theater support plan that includes sustainment of PSYOP by theater logistics organizations. In ISBs, the ASCC, with the assistance of the SB(SO)(A) and ALE, also provide support to ARSOF and other ARFOR, as directed. PSYOP units have some key differences that affect the type of support required for RSOI and sustainment. The following conditions occur often enough that they must receive special consideration during logistics planning:

- Supply distribution is the key consideration for deployed ARSOF PSYOP units located in isolated and austere locations.
- ARSOF PSYOP units have significant amounts of unique equipment that require support through SO-peculiar logistics channels.
- ARSOF PSYOP units have extensive and unique contractual requirements.
- ARSOF PSYOP units have extensive and unique requirements for financial support.

8-20. The SB(SO)(A), ALE, and the ARSOF PSYOP command structure monitor ongoing logistics support to PSYOP forces and provide the initial support that may not be available from the ASCC. The following organizations perform these functions:

- The SB(SO)(A) assists in the planning and coordination of ARSOF PSYOP logistics requirements. The SB(SO)(A) may coordinate Army-common sustainment and SOF-peculiar support by working with both the TSOC and ASCC to ensure the PSYOP-developed plans are integrated into the ASCC concept of support for the theater. The SB(SO)(A) may also attach logistics liaison officers when its sustainment operations are expected to require complex multi-Service, interagency, and contractual support.

- The ALE has a coordination cell with the ASCC staff. It provides SO staff expertise and coordinates access to the support infrastructure. It ensures ARSOF PSYOP requirements are included in the support plan. It also provides the capability for deploying ARSOF PSYOP units to gain access to the theater Army support structures upon arrival in-theater.
- The SB(SO)(A), when required, provides limited DS to ARSOF PSYOP units. It provides support from the early arrival and employment of ARSOF PSYOP units until the theater support structure capability can take over. The SB(SO)(A) is capable of deploying anywhere in the world to provide early support. It provides support only until the theater support structure is established and capable of meeting ARSOF PSYOP requirements. Once the theater support structure is in place, the SB(SO)(A) elements prepare to redeploy in preparation for other contingencies.

8-21. The TSOC supports ARSOF PSYOP units for any PSYOP-peculiar requirements the SB(SO)(A) or ASCC identifies as a shortfall. The TSOC also works closely with the combatant command staff, the theater ASCC, and ARSOF PSYOP logisticians to convey the PSYOP requirements, depending upon the theater's organizational structure.

8-22. The TSOC and ARSOF PSYOP logisticians coordinate with the ASCC to develop plans and subsequent orders to implement directives the ASCC issues to support the ARSOF PSYOP units assigned to the combatant command. The TSOC, in conjunction with the ARSOF PSYOP S-4, advises the ASCC commander on the appropriate logistics command and support relationships for each ARSOF PSYOP mission. The ALE keeps the SB(SO)(A) and USASOC informed of the status of ASCC supporting plans.

PLANNING CONSIDERATIONS

8-23. When circumstances allow, ARSOF PSYOP units and the SB(SO)(A) apply contingency planning to identify support requirements in OPLANs and CONPLANS. Some of these requirements are based upon an established set of planning assumptions or SORs, down to the user level. In this way, the SB(SO)(A) and the ASCC coordinate how to fulfill requirements from the support structure in the theater Army. In CAP, the requirements anticipated at the GCC's level dictate the amount of responsiveness and improvisation required to provide reactive, no-notice support and sustainment. Actual circumstances may dictate the modification of preplanned requirements, or they may generate new requirements unanticipated during the contingency planning process.

PSYCHOLOGICAL OPERATIONS STATEMENT OF REQUIREMENTS

8-24. The ARSOF PSYOP SOR is a critical source of information the SB(SO)(A), ASCC, and the ALE need in their coordination and facilitation functions. (Appendix E outlines the SOR format.) The intent of the SOR process is to identify logistics needs early in the planning cycle. The TSOC J-4 uses the ASCC OPLAN in preparing his concept plan for inclusion in the mission order. This approach allows the TSOC ALEs time to review required support before the ARSOF PSYOP unit submits the mission-tailored SOR. This review is especially critical in CAP and short-notice mission changes.

SPECIAL MAINTENANCE CONSIDERATIONS

8-25. ARSOF PSYOP units normally deploy with a limited organizational maintenance capability. They may need to obtain field and sustainment maintenance from the theater ASCC elements (TSC, ESC, CSSB, and BSB) for Army-common equipment. PSYOP-unique nonstandard equipment may need to be coordinated through the supporting theater contractual activity, the TSOC with coordination by the SB(SO)(A), or reachback to home station (CONUS). The reachback capability is a unique and focused means to evacuate, repair, and replace SOF-unique equipment.

8-26. Tactical ARSOF PSYOP units are attached to the forces they support. Normally, in a mature theater, they receive maintenance support from the supported unit. Supported units are unable to provide maintenance support for PSYOP loudspeakers. Tactical PSYOP forces are usually dependent upon their

own electronic maintenance shop for support. Upon request, the Naval Air Warfare Center, Aircraft Division and additional suppliers provide field and sustainment maintenance directly to the user for ARSOF PSYOP-unique equipment. Contractors are usually attached for maintenance purposes.

ARMY HEALTH SYSTEM SUPPORT

8-27. ARSOF PSYOP units have no organic AHS assets. They are entirely dependent upon the supported unit for all aspects of health care.

Chapter 9

Army Health System Support

ARSOF has limited organic medical resources and is therefore dependent on theater medical units for the majority of its health care needs. To ensure that ARSOF receive comprehensive and timely FHP, organic and supporting medical planners must determine FHP requirements based on the ten AMEDD functional areas. Army GPF medical planners in coordination with ARSOF planners determine what support can be provided through organic assets and what support theater medical assets will provide. Early coordination and communication is the key to success for FHP support to ARSOF operations. FM 4-02.43 has further information.

ARSOF LOGISTICS PLANNING

9-1. The Army, as a general rule, does not conduct major independent operations. Most Army operations are integrated into multi-Service, multinational, joint, and interagency functional organizations operating interdependently. With that in mind, the medical planner must be agile, forward thinking, and work closely with the supported and supporting elements across all the affected Services, different agencies, and other potentially affected organizations as required. For optimum FHP, the medical planner must be involved as early as possible in the planning process and in the development of the OPLAN. Nothing is insignificant when providing FHP to the ARSOF. With FHP planning considerations, complexity may be unavoidable; therefore, it is incumbent upon the planner to produce a plan that is straightforward and devoid of unnecessary complication.

9-2. To provide effective AHS support, the ARSOF AHS and logistical planners must understand how the OPLAN is to be executed, what unique challenges will result, and the emphasis on asymmetrical and unconventional warfare. ARSOF conduct the full range of military operations where AHS planners must focus on and understand the mission. The nine principal ARSOF missions are—

- UW.
- Direct action.
- Special reconnaissance.
- FID.
- CA.
- PSYOP.
- Counterterrorism (CT).
- Counterproliferation of weapons of mass destruction (WMD).
- Support of information operations.

9-3. ARSOF is a viable part of current and future U.S. military operations and requires special medical capabilities and protocols, thereby requiring specialized medical logistics and AHS support. Additionally, ARSOF planners must think “outside the box” and plan for use of all available assets to include but not limited to HNS, standard and nonstandard evacuation platforms, and unconventional logistics support, particularly in undeveloped theaters. Undeveloped theaters normally will not have a developed medical logistics (MEDLOG) system present. Further, depending upon the type of operation and its anticipated duration, a theater MEDLOG system may not be planned for establishment. Therefore, MEDLOG must plan for and anticipate supporting SOF Class VIII-unique items.

9-4. Other factors to consider when analyzing the mission and providing required support are the following:

- *UW operations can be lengthy.* The Class VIII resources initially deployed with ARSOF will be quickly depleted and will require resupply. The SOF commander must determine if the risks associated with the resupply operations (transporting and/or air-dropping) outweigh the risks of exposing the location of friendly guerrilla forces. In determining the level of acceptable risk, the ARSOF MEDLOG planner must determine the availability and accessibility of locally produced medical supplies and equipment. Since UW operations initially entail providing FHP to the guerrilla forces (and possibly their families according to specific funding authority) as a guerrilla-based FHP infrastructure is built, locally accessible medical supplies and equipment may not be available in sufficient quantities to sustain the guerrilla force. The ARSOF MEDLOG planner must develop and have prepared prepackaged resupply bundles to be used to resupply the operation (these may be from U.S. or non-U.S. sources). Further, he must coordinate for their distribution to reduce the risk of exposure during resupply operations. A unique concern of UW operations is the requirement for reuse of disposable medical items on account of the mission length and resupply difficulties. In UW operations, operation and maintenance (O&M) funds may be used to purchase Class VIII materiel to train U.S. medical and veterinary personnel to conduct medical, dental, or veterinary civic action programs (MEDCAP/DENTCAP/VETCAP). Such training is referred to as medical, dental, or veterinary readiness and training exercises (MEDRETE/DENTRETE/VETRETE) or Cooperative Medical Assistance programs.
- *CA may require Class VIII support.* As in UW operations, training is particularly important for the conduct and training for the various MEDCAPs. O&M funds may be used to purchase Class VIII materiel to train U.S. medical and veterinary personnel in the conduct of MEDCAP/DENTCAP/VETCAP programs. Such training is referred to as MEDRETE/DENTRETE/VETRETE. The realities of ensuring the execution of these missions to establish and/or improve an HN MEDLOG system may require proper storage of donated and/or purchased medical supplies and equipment. Medical logistics, to include routine and emergency resupply of Class VIII materiel, must be included and emphasized in the overall FHP plan. Because of the nature of CMO, CA units must rely heavily upon combat lifesaver personnel to provide limited organic medical capability.
- *CT operations resemble direct action in respect to MEDLOG requirements.* However, CT operations may also include the potential exposure to chemical and biological agents. Forces deployed in CT operations should have the appropriate immunizations, chemoprophylaxis, and therapeutic drugs to protect against the effects of these warfare agents. In this respect, the MEDLOG requirements for CT operations resemble those of counterproliferation of WMD operations.
- *Counterproliferation of WMD operations may expose ARSOF personnel to CBRN agents.* Therefore, ARSOF personnel must ensure they have the appropriate immunizations, chemoprophylaxis, therapeutic drugs, and other protective devices to protect against these weapons and hazards to counter their effects. Further, the team must deploy with expedient patient decontamination supplies to effect patient decontamination of their own forces on a limited basis in an austere environment. Because of the short duration of these operations, resupply of Class VIII is not anticipated. Unit surgeons are responsible for the technical supervision of all aspects of MEDLOG to include Class VIII medical materiel, medical equipment maintenance, and medical blood support, within their respective organizations. The unit surgeons have the final approval authority for their respective ASLs and unit basic loads, as well as the approval authority for any variances. MEDLOG officers and NCOs advise the surgeon and detachment commanders on all matters concerning MEDLOG, assist them in developing MEDLOG annexes to OPLANS, and enforce applicable policies, regulations, and command guidance on MEDLOG matters. Unit MEDLOG personnel ensure that organic medical sets, kits, and outfits (SKO) and equipment items are properly maintained and serviced; determine Class VIII stock-level requirements and usage rates; establish a medical materiel

quality control program; rotate Class VIII stocks to minimize unnecessary losses because of expiration; and ensure proper procedures are followed regarding turn-in, destruction, and proper accountability of Class VIII materiel.

9-5. AHS planning for SOF assets involves considerations that normally do not apply to Army GPF. These considerations include the following:

- ARSOF units or personnel often operate over a wide area and in very isolated locations. Conventional AHS support is normally unable to provide DS to SOF units. Rather, support is provided on an as-needed basis and must be flexible to provide the required support when and where needed.
- ARSOF are highly trained and unique assets that cannot be readily duplicated because of the length of training required to obtain special combat skills and cultural and language expertise within a specific AOR. An exception to the theater evacuation policy may be required for ARSOF personnel to ensure that critical assets and skills remain in theater. If an ARSOF patient can recover within the AHS resources available in the theater without detriment to his health, an exception may be required to allow for a lengthier convalescent period within the theater.
- Communications capabilities of Army GPF may not be as advanced as those used by ARSOF. AHS planners should make sure a redundancy in communications capabilities exist that permits communications over extended distances and in a secure mode. The supporting AHS assets should be able to establish communications links to the TSOC conducting the operation at any time during the operation.
- Because ARSOF-organic AHS capabilities are austere, the AHS plan to provide area medical support must be in sufficient detail to designate specific responsibilities for support. The detail ensures that all functional areas within the AHS support infrastructure are available to deployed ARSOF personnel, when required.

9-6. With an understanding of the above-mentioned considerations, ARSOF planners must thoroughly review the mission and establish plans in at least five phases: predeployment, independent operations, operations with Army GPF, independent operations as GPF depart, and redeployment and recovery. Although every SOF element will not encounter or be subjected to all phases with every mission, planning for the listed phases must be planned for and completed. The unique organization of ARSOF units and the limited number of personnel and equipment assets dictate the differences between AHS support for Army GPF and ARSOF units. ARSOF possess limited organic AHS assets capable of providing Role 2 medical care and no Role 3 or higher. Therefore, ARSOF require support on an area basis for some Role 1 and Role 2 care, and all higher medical care. The ARSOF medical planner must also consider the possibility of distributing blood down to the lowest level under the supervision of a responsible physician. Transfusion of blood products is not without risks. The distribution of blood and blood products should be coordinated with the Armed Services Blood Program. Policies on transfusion protocols should originate from the Command Surgeon's Office, and supervised and cleared with command surgeons and medical laboratory officers. Appropriate and close technical supervision is required for Soldier safety. Blood distribution to Role 1 is always treated as an exceptional activity with the appropriate planning, caution, and supervision balanced against mission requirements.

PHASE I: PREDEPLOYMENT

9-7. Logistics planners must look at what is required for initial operational capability, what the threats are within the area, and what assets are organic to the unit. This includes but is not limited to materiel fills and maintenance requirements to ensure medical equipment sets (MESSs) and stand-alone medical materiel are 100-percent combat ready. Based on the mission analysis, resupply packages should be planned for to sustain the unit for a period of 60 days or longer as mission dictates. Prior to departure, a copy of the resupply package should be on hand with supporting logistics personnel to submit in the event GPF logistics assets do not arrive as planned and theater entry is delayed. Equipment to support materiel needs and resupply must be planned for as well, dependent on mission scenario (for example, containers/devices for proper controlled storage of blood, immunizations, reagents, and so on). Additionally, assets and materiel items that are organic to the region must be planned for so that they may be used if needed.

PHASE II: INDEPENDENT OPERATIONS

9-8. As mission dictates, ARSOF elements are frequently required to depend upon themselves for MEDLOG support as well as logistics support for all classes of supply. This phase is the most complicated and most important for logistics planning. Therefore, it is incumbent upon the element to plan accordingly for the initial materiel carried forward and have the ability to request and access additional supply packages, as required (CONUS or OCONUS delivery, U.S. Embassy, and so on.). Furthermore, Class "A" agents (field ordering officer and paying agents) may be required to adequately support the unit with materiel needs. If HNS is required, the unit must carefully analyze available sources of supply to ensure quality, historical storage practices, and overall viability of the materiel.

PHASE III: OPERATIONS WITH GENERAL PURPOSE FORCES

9-9. ARSOF requisition and receive their Class VIII materiel from the theater logistical system. Regardless of location, ARSOF can establish an account with the theater supply system, combat support hospital, or medical company to request and receive supplies and materiel. If the unit is not in close proximity to one of the aforementioned organizations, requirements can be communicated to theater assets to provide the materiel through a myriad of delivery systems. Additionally, GPF provide other services to aid the ARSOF mission, such as blood detachments and biomedical maintenance personnel and equipment. Therefore, the ARSOF MEDLOG officer must inform the supporting GPF medical unit of ARSOF Class VIII requirements, to include SOF-unique items. Special concerns of the ARSOF in the AHS include—

- Maintaining an adequate stockage level of medical supplies to support short, or no-notice, deployments into undeveloped theaters or countries.
- Minimizing the waste of medical supplies by rotating about-to-expire stocks back to an MTF for use before their expiration.
- Ensuring segregation of medical supplies purchased with different fund cites to be used for different missions. For example, medical supplies purchased with O&M funds may only be used for purposes authorized by O&M funding.

PHASE IV: INDEPENDENT OPERATIONS AS GENERAL PURPOSE FORCES DEPART

9-10. With GPF departing theater and ARSOF remaining on the ground, continued conduct of logistic operations is similar to Phase I with few exceptions. With departure, GPF units can provide Class VIII materiel to be stored and used as deemed appropriate by remaining ARSOF units. Also, landing zones and drop zones have already been established and are still viable areas to receive materiel as resupply is accomplished using ARSOF airframes or other SO assets. U.S. Army Medical Materiel Command Europe and U.S. Army Medical Materiel Command Southwest Asia can continue to provide MEDLOG in support of continued operations.

PHASE V: REDEPLOYMENT AND RECOVERY

9-11. This phase is perhaps the most cumbersome and time-consuming phase; it is also one of the most important. All SOF-assigned medical equipment assigned to ARNG and USAR SO units are to accompany troops with no MESSs or stand-alone equipment and remain in-theater as stay-behind equipment. ARSOF units follow the same guidance with exceptions in extenuating circumstances. All ARSOF units regardless of component (Active Army, USAR, ARNG) will maximize use of theater supply to replenish their medical SKO. Upon redeployment and the initiation of recovery operations, proper and adequate maintenance of medical SKO and medical equipment items is of paramount importance to ARSOF units because of the possibility and likelihood of short-notice deployments. Unit medical personnel must maintain MESSs through scheduled inventories, quality-control and quality-assurance inspection, and by repositioning required Class VIII items to maintain basic loads. Medical equipment must be checked for serviceability and electrical safety prior to its first use. Medical equipment must be scheduled for periodic maintenance. AR 40-61, *Medical Logistics Policies*, has further information.

HEALTH SERVICE SUPPORT

9-12. HSS encompasses all services performed, provided, and arranged by the AMEDD to promote, improve, conserve, or restore the mental and physical well-being of Army personnel as directed in other Services, agencies, and organizations. These services include casualty care (encompassing a number of AMEDD functions—organic and area medical support, hospitalization, the treatment aspects of dental care and behavioral health/neuropsychiatric treatment, clinical laboratory services, and the treatment of CBRN patients), MEDEVAC, and MEDLOG.

ORGANIC AND AREA MEDICAL SUPPORT

9-13. Medical treatment consists of those measures necessary to recover, resuscitate, stabilize, and prepare the patient for evacuation to the next role of care. If the patient is not evacuated, physical therapy services may be used for rehabilitation, if indicated. ARSOF may require Role 1 and Role 2 support on an area basis from Army GPF on a case-by-case basis. ARSOF are often deployed in small units. Consequently, it is not possible to assign dedicated area support assets to every ARSOF unit. Establishing medical self-sufficiency is critical. For example, many areas of the world where the United States is likely to conduct FID operations do not have adequate medical capabilities. Since commanders cannot rely on local capabilities, they must plan for self-sufficient HSS for combat operations during FID missions. At a minimum, commanders must establish adequate hospitalization, MEDLOG resupply, patient movement, and preventive medicine to support these operations. Commanders must optimize the use of mobile maintenance capabilities that stress repair as far forward as possible. For efficiency, commanders must minimize the evacuation of equipment for repair and utilize intertheater and intratheater airlift routinely for delivery supplies.

HOSPITALIZATION

9-14. Role 4 facilities within the support base provide hospitalization. In the theater, essential care is provided for all categories of patients at Role 3 facilities. ARSOF do not have a Role 3 or Role 4 asset specifically assigned to the organization. ARSOF elements will primarily use Army GPF capability. However, in some cases where a team or unit is operating in an austere environment, coordination with a local hospital may be necessary or MEDEVAC assets will require identification. Identification of the available MEDLOG will be crucial in the planning.

DENTAL

9-15. As a functional category of HSS, dental service plays a significant role in FHP for the joint force. Dental services must be included in the early stages of planning (JP 4-02, *Health Service Support*). ARSOF units rely on theater assets in established theaters; however, they will require other methods of intervention when operating in remote locations.

BEHAVIORAL HEALTH

9-16. Prevention of stress casualties and control of combat and operational stress is a command and leader responsibility. Most ARSOF units own at least one mental health provider and technician. For those units that do not, they will rely on theater assets for their support and assistance in required intervention.

CLINICAL LABORATORY SERVICES

9-17. Specific clinical capabilities, location, health service logistic supportability, and bed requirements must be considered when planning HSS and must be detailed in the respective OPLAN.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR

9-18. Health service logistics (HSL) personnel must be prepared to provide logistical support in preparation for and in response to a CBRN incident. Medical treatment personnel and MTFs may have a limited stock of pharmaceuticals, blood and blood expanders, burn kits, dressings, medical equipment, and

other Class VIII items on hand. Therefore, the supply system must be prepared to respond to increased demand for these items, as well as individual protective clothing, decontamination equipment, and radiation detection indication and computation instruments. Whether or not a CBRN attack actually occurs, the threat alone will increase the demand for chemical suits, masks, filters, decontamination apparatus, and other related equipment, to include chemical patient treatment medical equipment sets and chemical patient decontamination medical equipment sets. Disruption of medical supply routes and communications systems should be expected and planned for accordingly. FM 4-02.1, *Combat Health Logistics*, has more information on HSL operations and countermeasures for all ARFOR that deploy in support of GCC theater-strategic and operational requirements. These countermeasures provide the individual Soldier with the capability to give self-aid, buddy aid, or combat lifesaver care to treat injuries resulting from CBRN warfare agents. The Office of the Surgeon General (OTSG) sustains the initial issue of protective and decontamination CBRN items for the MES and for chemical agent patient treatment, which provides deploying medical units with the capability to treat and protect chemical casualties. The United States Army Medical Materiel Agency (USAMMA) was designated by the OTSG to execute the program and act as the Army Program Manager for the initial issue of medical chemical defense materiel (MCDM) for Soldiers and the MES for chemical agent patient treatment. The USAMMA is responsible for the acquisition, storage, release, and overall accountability of Army-owned initial issue MCDM stock. The USAMMA tracks materiel stockpiled by lot number and expiration date and provides this information to the OTSG for budgeting, replacement of the materiel, and readiness.

9-19. The initial issue potency and dated MCDM assets are strategically stored at select SSAs and MTFs throughout the world, based on the Army Campaign Plan. The OTSG and USAMMA will determine MCDM inventory at each SSA and MTF based on just-in-time requirements to support deploying units and forward deployed forces. The MCDM POCs at the SSAs and MTFs are the accountable item managers for the initial issue MCDM stock. They are responsible for the physical accountability and management of materiel placed in their care. The SSA and MTF MCDM POC is responsible for identifying MCDM stock levels at their locations according to their deployment forecast and will release initial issue MCDM to deploying and forward deployed forces as required, at no cost, and when authorized by OTSG. Supply Bulletin 8-75 S7, *Army Medical Department Supply Information*, includes more definitive information concerning this program. Appendix F contains more information related to MEDLOG considerations in a CBRN environment.

9-20. ARSOF units rely on the chemical reconnaissance detachments for chemical intervention and utilize theater assets for medical decontamination. Augmentation cannot be supported through the ARSOF because of their limited number of assigned personnel and the special missions they are responsible for.

MEDICAL EVACUATION

9-21. MEDEVAC and medical regulating encompass collecting the wounded and ill, sorting, providing an evacuation mode (transport), providing en route medical care, and anticipating complications and being ready to perform emergency medical interventions. Medical regulating also entails identifying the patients awaiting evacuation, locating the available beds, and coordinating the transportation means for movement. Many ARSOF elements must often operate in areas that impede evacuation by rotary-wing aircraft or where aviation assets are not available from U.S., allied, coalition, or HN assets. This places a premium on the early application of advanced trauma management skills to stabilize the patient for what may be a prolonged period of evacuation. During the process of evacuation, medical regulating and patient tracking require an understanding of ARSOF missions. Since many ARSOF mission profiles dictate employment far forward before air superiority can be established, ARSOF often deploy to tactical situations that are more vulnerable to hostile air defense artillery and enemy aircraft. As a result, evacuation requires CASEVAC with armed airframes that can provide CASEVAC as well as armed escort when available. Furthermore, it usually requires manual evacuation over extended distances to an area suitable for pickup by air or ground assets. Therefore, Soldiers must plan for delays in ground movement associated with manual evacuation. Appendix G provides considerations in planning MEDEVACs.

MEDICAL LOGISTICS

9-22. MEDLOG and blood management include materiel management (receiving, shipping, storing, and property accounting) of Class VIII supplies and equipment; medical equipment maintenance and repair support; prescription optical lens fabrication; and blood storage distribution. More importantly, maintaining an adequate stock level of Class VIII to support deployments into undeveloped theaters is critical during ARSOF MEDLOG planning. Depending upon the type of operation and its anticipated duration, a theater MEDLOG system may not be planned for establishment. Segregation of medical supplies purchased with different fund cites to be used for different missions is important. For example, medical supplies purchased with O&M funds may only be used for purposes authorized by O&M funding. Soldiers should consult the supporting SJA and the resource management office for specific advice about proper funding. In joint operations, the GCC may designate one Service as the single integrated medical logistics management (SIMLM) POC for all Services operating within the AO. The SIMLM functions encompass the provision of medical supplies, medical equipment maintenance and repair, blood management, and optical fabrication to all joint forces within the theater of operations, including, on an emergency basis, U.S. Navy ships for common-use items. By exercising directive authority over the HSL arena for the accomplishment of assigned missions, the combatant commander can centralize control, reduce duplication of services, and provide the support in a more economical and efficient manner.

FORCE HEALTH PROTECTION

9-23. Measures to promote, improve, or conserve the mental and physical well-being of Soldiers include those that enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards. These measures also include the prevention aspects of a number of functions, such as preventive medicine; medical surveillance; occupational and environmental health surveillance; veterinary services; food inspection; animal care missions; prevention of zoonotic diseases; combat and operations stress control; dental services, to include preventive dentistry; and laboratory services, to include area medical laboratory support.

PREVENTIVE MEDICINE (OCCUPATIONAL AND ENVIRONMENTAL HEALTH SURVEILLANCE)

9-24. The absence of AMEDD preventive medicine (PVNTMED) personnel on ARSOF teams and small units means that ARSOF commanders, leaders, and individuals must possess greater PVNTMED knowledge, skills, and capabilities than their Army GPF counterparts. The importance of PVNTMED activities cannot be overstated. Throughout history, more combat ineffectiveness is caused by disease and nonbattle injury (DNBI) than from battle injuries. Because of ARSOF employment in isolated areas of developing countries, proper hygiene, sanitation (clean water and proper waste disposal), DNBI protection, and personal protective measures are especially critical factors in ARSOF planning considerations. ARSOF Soldiers are frequently exposed to endemic and epidemic diseases, disease vectors, poisonous plants, and wild animals. Therefore, it is vital that ARSOF Soldiers are up to date on their immunizations well in advance of any deployment; ARSOF policy requires additional chemoprophylaxis and immunizations. CBRN occupational and environmental health (OEH) hazards also may result in acute or chronic health effects to ARSOF Soldiers. Required predeployment and postdeployment medical surveillance forms provide a record of potentially hazardous exposures to the Soldiers and add to the medical intelligence for the AO. However, health impacts may not be attributed to the initial exposure unless a mechanism for tracking, reporting, and utilizing environmental surveillance data is in place as required by DOD Instruction 6490.03, *Deployment Health*. ARSOF, therefore, require PVNTMED support above their organic capabilities from the theater sustainment assets. To better identify and document OEH hazards and associated health or operational risks, environmental surveillance samples may be collected and routed back to Role 4 PVNTMED laboratories, such as the United States Army Center for Health Promotion and Preventive Medicine (USACHPPM) for evaluation. The USACHPPM maintains a classified capability for management of the samples and the resulting data. Data can be analyzed by USACHPPM and then channeled back to ARSOF to assist in determining health threats for current and future operations. This post-mission health threat analysis provides an important benefit to current and future missions.

VETERINARY SERVICES

9-25. Veterinary services contribute to conserving the health of the command through two primary areas of concern: food safety and security inspection, and animal medical care. ARSOF animal care includes providing Role 1 veterinary care for MWDs organic or attached to SOF units. Role 2 and Role 3 veterinary care is provided by the GPF medical detachment, veterinary services or medical detachment, or veterinary medicine units.

COMBAT AND OPERATIONAL STRESS CONTROL PREVENTION

9-26. Mental health problems and appropriate medical intervention throughout all phases of deployment are critical to mission success. Individuals identified at high risk for developing mental health problems are often associated with dual-Service member families, use of psychoactive medications, frequent disciplinary problems, and domestic problems. Units at high risk include those anticipating a highly intense combat mission, a CBRN warfare threat, a long deployment, and units with poor morale and unit cohesion, including units that have recently had a change in command. Several factors may signal a developing mental health problem. Four key indicators are increased use of health services, use of medication, disciplinary problems, and increased absences.

DENTAL SERVICES (PREVENTIVE)

9-27. Dental services provide dental care to all personnel in the theater. This support maximizes the quick return to duty of dental patients, provides resuscitative surgical capability for maxillofacial injuries, maintains the dental fitness of deployed forces, and reinforces MTF personnel during mass casualty situations.

LABORATORY SERVICES (AREA MEDICAL LABORATORY SUPPORT)

9-28. Laboratory services in FHP operations assess disease processes and monitor the efficacy of medical treatment. In addition, the area medical laboratory and Role 2 medical laboratories provide field confirmatory identification of biological threat agents. Only the nationally recognized reference laboratories, such as the U.S. Army Medical Research Institute of Infectious Diseases, the Navy Medical Research Center, or the Centers for Disease Control and Prevention provide definitive identification of biological threat agents.

REPLACEMENT OF LOSSES

9-29. Since ARSOF Soldiers operate in remote areas and frequently in proximity to indigenous populations, they are at greater risk for contracting communicable diseases of operational significance.

9-30. Many ARSOF operations are executed by small units with limited depth in required MOS-qualified skilled personnel. Experience is a significant factor in ARSOF and experienced replacements may not be readily available to ARSOF units. Additionally, unit integrity and cohesion forged through extensive training are critical for many ARSOF missions. Therefore, an ARSOF Soldier's early return to duty is essential. ARSOF medical planners must evaluate evacuation policies and realistic patient assessments by non-ARSOF Role 2 and higher AHS assets. Excessive out-of-theater evacuations can render an entire ARSOF team combat-ineffective.

9-31. Because of the critical skills training and experience ARSOF personnel possess, an exception to the theater evacuation policy may be required to retain ARSOF personnel within the theater for longer periods of time. If the appropriate medical specialties and care are available within theater, and retention within the theater will not compromise the Soldier's health, the ARSOF commander may then request an exception to the theater evacuation policy.

9-32. ARSOF units have no organic MA assets. ARSOF will require augmentation of qualified personnel from the TSC to coordinate and execute MA operations. Since ARSOF missions are usually conducted by small units operating in remote areas, individual units will be responsible for initial recovery,

identification, and evacuation of remains to the Army MACP. Although not responsible for management of the MA functions within the unit, ARSOF medical planners must maintain awareness of the evacuation process to the MACP and reporting casualty reports to the unit personnel section. The human remains pouch and the identification kit is a Class II ordering product and not a Class VIII stocked item.

CIVIL-MILITARY OPERATIONS

9-33. CA or CMO is one of the nine principal ARSOF missions. This mission does not fall solely on CA units or CA personnel to execute. Soldiers must understand the concepts, available logistic tools, and methods of employment to be successful since contact with local nationals and indigenous personnel in any theater is imminent. A major component of FID operations is humanitarian and civic assistance (HCA) programs. These programs often include the provision of FHP to indigenous populations, which require special funding allocated for the execution of these programs under 10 USC. Section 401, 10 USC statutes state that under regulations prescribed by the SecDef, the Secretary of a military department may carry out activities. Activities must be in conjunction with authorized military operations of the armed forces if the Secretary concerned determines that the activities will promote the security interests of both the United States and the country in which the activities are to be carried out. More information is contained in Sections 401, 402, 404, 2557, and 2561, 10 USC. In emergency situations, and with appropriate approval, O&M funds may be used to purchase Class VIII materiel for use with HN military or civilian personnel. These operations are referred to as “de minimis” (for example, a unit is conducting a patrol and they encounter a wounded local national and provide basic aid). The set dollar limit for de minimis operations is \$2,500, but merely staying below the dollar limit imposed does not make it de minimis. As long as this is not a planned operation and it does not interfere with the overall mission, the only requirement is to report the activity in the daily situation report.

OVERSEAS HUMANITARIAN, DISASTER, AND CIVIC AID

9-34. The Overseas Humanitarian, Disaster, and Civic Aid (OHDACA) program is the overarching framework that provides appropriations for HCA activities that support the SecDef and combatant commander’s security cooperation strategies to build capabilities and cooperative relationships with allies, friends, and potential partners. Subactivities under OHDACA are humanitarian assistance that includes nonlethal excess property and minor construction to include, but not limited to, well digging, disaster preparedness, and medical clinic repair. Foreign disaster relief and emergency response provisions include, but are not limited to, rations, plastic sheeting, tents, and water. Besides enabling rapid response to disasters in a commander’s AOR, OHDACA appropriations provide training benefits as well as solutions where other support programs are either not available or would not be possible. Details regarding humanitarian assistance programs are discussed in the following paragraphs.

Denton Program

9-35. This program supports space-available shipment of materiel on government platforms from a donating entity where the minimum load requirement is at least 2,000 pounds. There is no cost to the donating agency for USG transportation-related costs. The State Department, USAID, and Defense Security Cooperative Agency must certify that the project is in the national interest of the United States and that the materiel being transported is in usable condition. Also, the project requirements must be legitimate and the materiel must have adequate arrangements for distribution. Once approved, Joint Chiefs of Staff (JCS) J-4 tasks USTRANSCOM to conduct the mission. Section 402, 10 USC provides further information.

Humanitarian and Civic Assistance Program

9-36. Typical HCA projects include medical, dental, surgical, and veterinary care provided in rural areas that include, but are not limited to, sanitation, medical, and engineering projects. Activities must promote the security interests of both the United States and recipient countries and enhance the specific operational skills of the members of the armed forces who participate. HCA may not be provided (directly or indirectly) to any individual, group, or organization engaged in military or paramilitary activity except

when such an activity is the primary support for the civilian population. Examples include, but are not limited to, cooperative medical assistance, which entails MEDCAPs, VETCAPs, DENTCAPs, and so on. DOD Directive 2205.2, *Humanitarian and Civic Assistance (HCA) Provided in Conjunction With Military Operations*, provides further information.

Humanitarian Assistance Program – Excess Property

9-37. The Humanitarian Assistance Program—Excess Property (HAP-EP) authorizes DOD to donate nonlethal, non-high-tech excess property to NGOs in foreign countries as requested by DOS through American Embassies. Transportation (see Denton Program above) and limited maintenance of donated property is authorized by Section 2561, 10 USC. Donated property includes such items as—

- Medical, school, and office equipment/supplies.
- Renovation supplies, tools, vehicles, and tents.
- Household furniture and appliances.

9-38. The combatant command responsible for the region locates, packages, and ships the materiel to the recipient country. After accepting transfer, American Embassies donate the equipment to many different nonprofit/civilian organizations such as orphanages, schools, and clinics. Further information is in Section 2557, 10 USC.

Commander's Emergency Response Program

9-39. The Commander's Emergency Response Program (CERP) was signed into law by the President on 6 November 2003. The purpose of the program is to provide commanders a capability to effectively respond to urgent humanitarian relief and reconstruction requirements within their AOR. This response is accomplished by carrying out programs that will immediately assist the indigenous population through the execution of nonconstruction and construction activities. Current DOD policy authorizes nineteen categories for CERP expenditures that include, but are not limited to, facility repairs after combat operations, food production and water, and healthcare. If CERP funding is available and the requirement is approved by the AOR commander, requirements can be executed and/or materiel requirements provided more rapidly than OHDACA appropriations to deliver the urgent requirement. More information is provided in the U.S. Undersecretary of Defense (Comptroller) CERP Guidance 2007.

Chapter 10

Contracting and Host-Nation Support

This chapter provides commanders and staffs with a familiarization on how contracting support fits into the ARSOF logistics and sustainment planning and mission accomplishment. The Army and USASOC are more dependent on contracting support during the WOT than at any time in American history. In fiscal year 2007, more than 40 percent of the Army's budget was executed through government contracts. Properly managing contractors on the battlefield is more of a commander's function than an acquisition professional's function because the civilian contractors are operating in the commander's battlespace in support of their mission. There may be instances where civilian contractors outnumber the totality of military personnel in the AO. Commanders, their staff, and key leaders throughout USASOC are the keys to contracting success. Because of ARSOF special mission requirements coupled with the diversity and complexity of assigned missions, integrating contracting support is even more complex.

TYPES OF CONTRACTOR SUPPORT

10-1. There are numerous types of contractor support. During a large contingency-type operation, the Army has the LOGCAP that is managed by the DCMA. This contract is currently being used in support of Operation IRAQI FREEDOM (OIF) and Operation ENDURING FREEDOM (OEF). Program, project, and product managers use systems support contractors to support the Army's acquisition system. Numerous other types of contracts and contractor support are available to support the ARSOF commander's requirements. Logisticians of each command must be familiar with the various types of contractor support available in order to better advise their commands.

SYSTEMS SUPPORT CONTRACTORS

10-2. Systems support contractors support many different Army materiel systems under prearranged contracts awarded by the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA[ALT]) program executive officer, program manager offices and the USAMC's Simulations, Training, and Instrumentation Command. Supported systems include, but are not limited to, newly- or partially-fielded vehicles, weapon systems, aircraft, C2 infrastructure—such as the Army Battle Command Systems and STAMIS—and communications equipment. Systems support contractors, made up mostly of U.S. citizens, provide support in garrison and may deploy with the force to support training, contingency operations, and crisis response. They may provide either temporary support during the initial fielding of a system, called interim contracted support, or long-term support for selected materiel systems, often referred to as contractor logistics support.

EXTERNAL SUPPORT CONTRACTORS

10-3. External support contractors provide a variety of logistics and sustainment support to deployed forces. External support contracts are let by contracting officers from support organizations such as USAMC and the U.S. Army Corps of Engineers. They may be prearranged contracts or contracts awarded during the contingency itself to support the mission and may include a mix of U.S. citizens, third-country nationals, and local national subcontractor employees. External support contracts include the LOGCAP administered through USAMC's logistics support elements, sister Service LOGCAP-equivalent programs,

the Civil Reserve Air Fleet, commercial sealift support administered by the USTRANSCOM, and leased real property and real estate procured by the U.S. Army Corps of Engineers.

OTHER THEATER SUPPORT CONTRACTORS

10-4. The guiding principle of LOGCAP is to preplan for use of global corporate resources as an alternative in support of contingency operations and to augment logistic and sustainment force structures when identified shortfalls exist. GCCs determine what form of LOGCAP is most appropriate for their specific theater. Potential LOGCAP actions include awarding contracts for use during contingencies, including contingency clauses in peacetime contracts. The Army's umbrella LOGCAP contract is only one part of the overall program. The Army's umbrella LOGCAP contract, managed and administered by DCMA, is a special contingency contracting program that provides for maintaining, on a multiregional basis, a worldwide contract. It allows for the swift acquisition of contract logistical support and sustainment required in a contingency operation.

PLANNING CONTRACT SUPPORT

10-5. During contingency operations, the contracting for support process is similar with the exception of a Joint Acquisition Review Board, or similar review board, validating the requirements once it has been approved by the PBO or S-4. Figure 10-1 shows the generic contracting process.

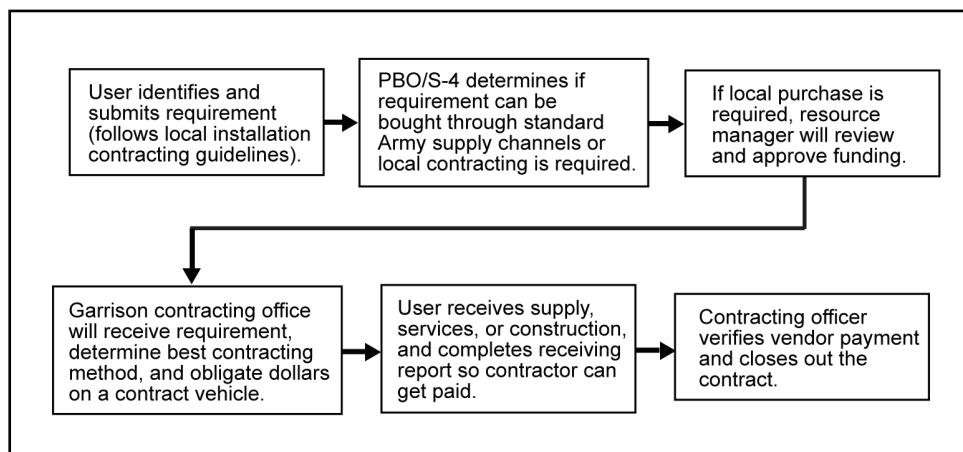


Figure 10-1. Generic contracting process

REQUIREMENTS PROCESS

10-6. Figure 10-2, page 10-3, depicts the requirements process flow for Multinational Corps–Iraq (MNC-I). It is a step-by-step process of how a commander can properly secure goods, services, and construction through local contracting in a contingency environment. This example reflects the process for a mature theater of operations where nonlethal and lethal operations are taking place. This process will not necessarily work in an environment where the logistical support structure is immature.

CONTRACTING PROCEDURES AND RESPONSIBILITIES

10-7. Figure 10-3, page 10-4, gives a generic overview of the staff functional areas, processes, and elements that make up the contracting process from generation of a requirement through contract payment and close-out.

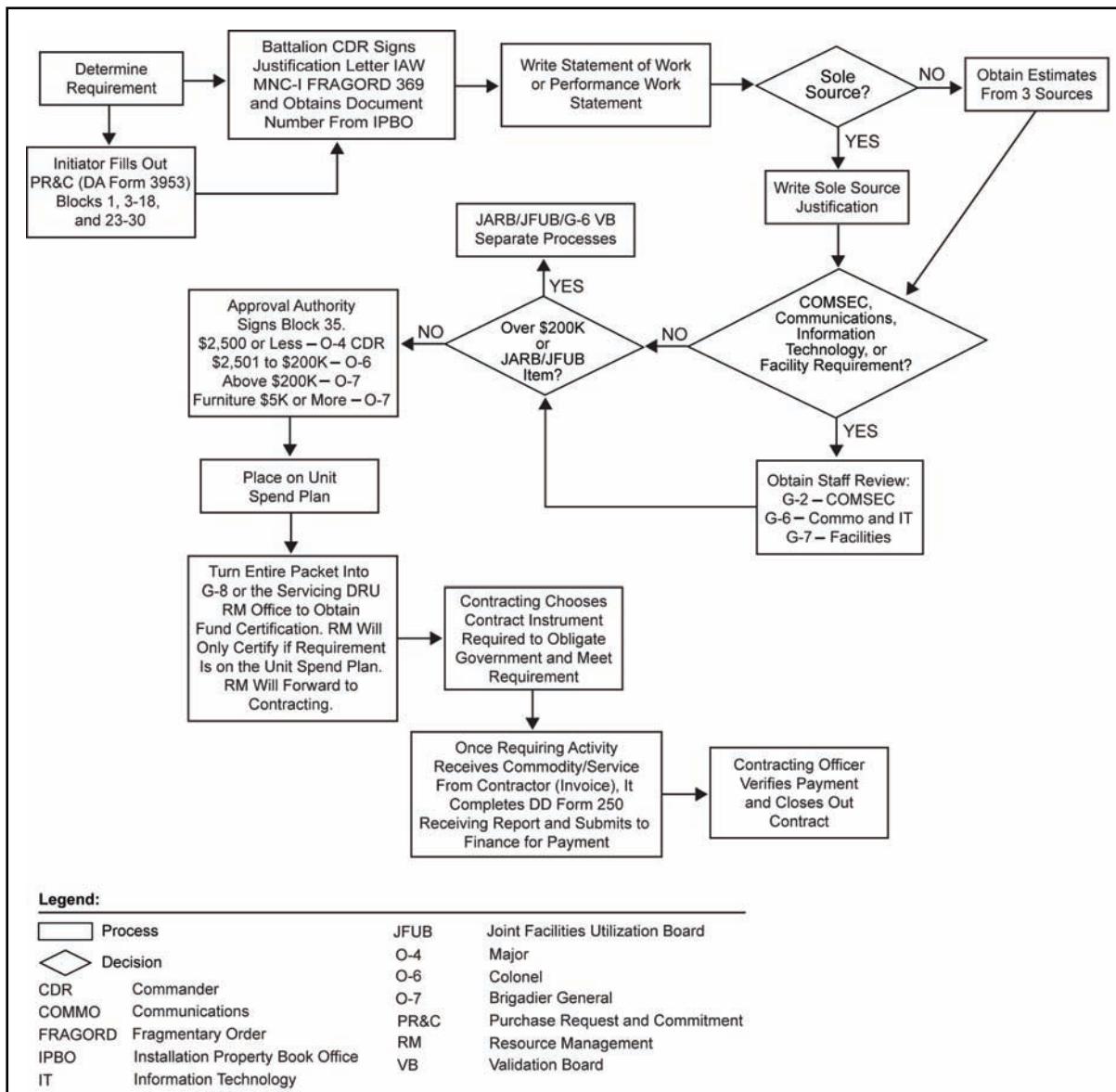


Figure 10-2. Requirements process flow for Multinational Corps–Iraq (mature theater)

HEAD OF CONTRACTING AUTHORITY

10-8. The head of contracting authority is a general officer, usually the senior commander in the theater or a deputy designated by that commander, who provides overall guidance throughout the campaign or operation. The head of contracting authority serves as the approving authority for contracting as stipulated in regulatory contracting guidance. The head of contracting authority appoints the principal assistant responsible for contracting (PARC). All Army contracting authority in a theater flows from the head of contracting authority to the PARC.

Principal Assistant Responsible for Contracting

10-9. The PARC, a special staff officer, is the ASCC or mission commander's senior Army acquisition advisor responsible for planning and managing all Army contracting functions within the theater. All Army contracting authority in a theater flows from the head of contracting authority to the Army's PARC. All Army contracting personnel within the theater operate under the procurement authority of the PARC. The PARC's functional control of contracting requires all contracting personnel from any Army agency or

supporting command to coordinate their activities with the PARC. Functional control is normally accomplished through the acquisition review board process and follows the PARC's contracting support plan or acquisition instructions when procuring all goods or services within the theater. In a joint environment, the PARC may be the designated executive agency for theater contracting, with responsibility to coordinate all DOD contracting activities.

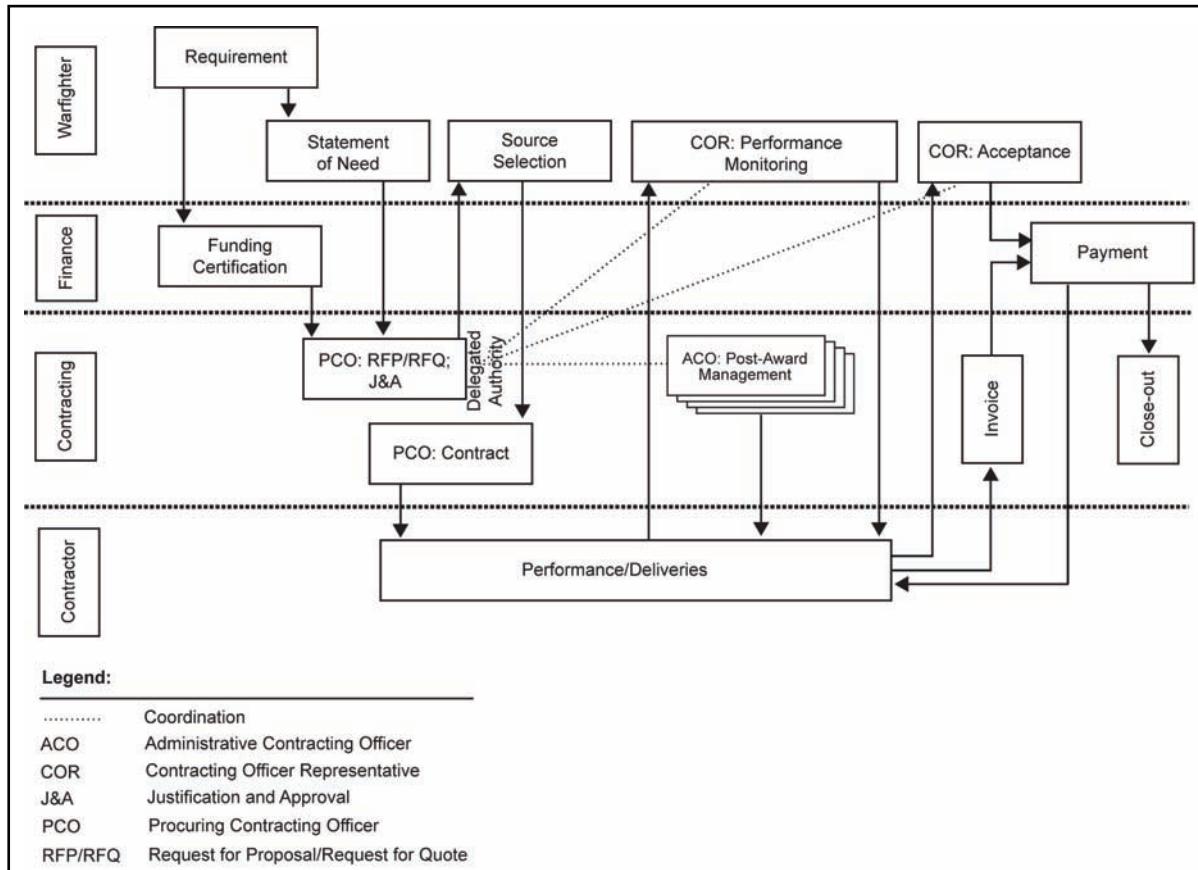


Figure 10-3. Contracting process

Contracting Officer

10-10. The contracting officer is an official with the legal authority to enter into, administer, and terminate contracts. A contracting officer is appointed in writing through a warrant (SF 1402 [Certificate of Appointment]) by a head of contracting authority or a PARC. Only duly warranted contracting officers, appointed in writing, or their designated representatives are authorized to obligate the USG. Active Army and USAR military personnel, as well as DA civilian personnel, may serve as contracting officers supporting deployed Army forces.

Contracting Officer Representative

10-11. A contracting officer representative (COR) is an individual appointed in writing by a contracting officer to act as the eyes and ears of the contracting officer. This individual is not normally a member of the contracting organization, but most often comes from the requesting unit or activity. The contracting officer assigns the COR specific responsibilities, with limitations of authority, in writing. The COR represents the contracting officer only to the extent documented in the written appointment.

Field Ordering Officer

10-12. A field ordering officer is an individual who has written authorization from a warranted contracting officer to sign a contract instrument for micro-purchases. Neither property book officers nor paying agents may be ordering officers.

Paying Agent

10-13. A paying agent is also known as a Class A agent. The purpose of a paying agent is to make specific payments. Paying agents are appointed to the position of paying agent under the exclusive supervision of the disbursing officer in all matters concerning custody and disposition of funds advanced to them. Paying agents will comply with all instructions and regulations pertaining to their paying agent duties as issued by the disbursing officer from the finance detachment. Funds advanced to a paying agent are held at personal risk by the paying agent and must be accounted for to the disbursing officer immediately upon completion of the transaction for which advanced.

Requiring Activity

10-14. A requiring unit or activity is that organization or agency that identifies a specific logistics or sustainment requirement through its planning process to support the mission. All requiring units or activities are responsible to provide contracting and contractor oversight in their respective AO. This oversight is accomplished through appointed CORs, to include submitting contractor accountability and visibility reports, as required. Requiring units can either be a tactical- or operational-level unit in the AO or a sustainment organization, such as an ASA(ALT) project executive office/project management or USAMC, which has identified a support requirement that affects forces in the field. This organization identifies the specific support requirements. If it is determined that the requirement is best satisfied by contractor support, this organization prepares the required statement of work that supports the contracting process. The requiring unit or activity may not be the organization actually receiving the contractor support. These units are simply referred to as the supported unit.

USSOCOM Contracting Activity Organization

10-15. The USSOCOM PARC is the procurement authority that gives all ARSOF contracting officers their procurement authority. The USSOCOM PARC is based at USSOCOM HQ and operates under the Special Operations Federal Acquisition Regulation. Figure 10-4 shows the organization of the USSOCOM contracting activity.

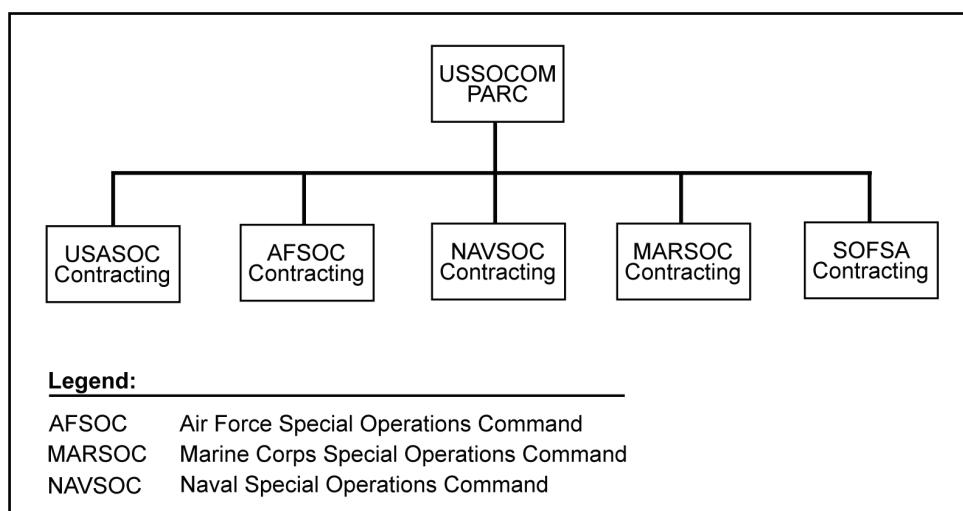


Figure 10-4. USSOCOM contracting activity organization

CONTRACTOR FUNCTIONS ON THE BATTLEFIELD

10-16. Contractor support is categorized by the type of support that is provided on the battlefield and, more importantly, by what type of contracting organization has contracting authority over them. Battlefield contractors are generally referred to as theater support contractors, external support contractors, or systems support contractors. Commanders and planners must be aware that a requirement for a particular system or capability may result in the introduction of these types of contractors into the campaign or operational plan. Contractor management and planning is often significantly different depending on the type of contractor support provided.

MANAGING CONTRACTORS ON THE BATTLEFIELD

10-17. Effective contractor management on the battlefield is essential to ensure that contractor-provided support is properly orchestrated and synchronized with the overall operation support plan. Commanders must ensure that contractor employees are properly accounted for, protected, and supported. Additionally, adequate contractor-employee accountability and contractor visibility in the theater is necessary to establish positive control, to perform initial reception and integration, to provide necessary support, and to establish and manage their location and movement on the battlefield. Further information is provided in FM 3-100.21, *Contractors on the Battlefield*; the *Defense Acquisition Guidebook*; and AR 715-9, *Contractors Accompanying the Force*.

HOST-NATION SUPPORT AND ACQUISITION AND CROSS-SERVICING AGREEMENTS

10-18. HNS results from agreements which are normally negotiated by USG agencies—such as the DOD, Department of Transportation, or Department of Commerce—to provide support to deployed forces from HN resources. Support under these agreements may include billeting, food, water, fuel, transportation, and utilities. HNS encompasses preplanned agreements with support provided by the HN available at the request of the ground force commander. Planners must consider, when opting to use HNS, that support provided by this means meets local, not necessarily U.S., standards. Utilization of HNS might increase requirements in one area while alleviating them in another. For example, HNS provision of potable water often means bulk water production from a desalination or purification facility. This increase in water production necessitates the need for bulk water storage, transport, and distribution capabilities.

10-19. ACSAs are bilateral international agreements that allow for the provision of cooperative logistics support under the authority granted in Sections 2341–2350, 10 USC. They are governed by DOD Directive 2010.9, *Acquisition and Cross-Servicing Agreements*, and implemented by CJCS Instruction 2120.01A, *Acquisition and Cross-Servicing Agreements*. ACSAs are intended to provide an alternative acquisition option for logistics requirements and sustainment in support of exercises or exigencies. The ACSA is for the transfer of logistics, support, supplies, and services only. Items that may not be acquired or transferred under ACSA authority include weapons systems; the initial quantities of replacement and spare parts for major end items of equipment covered by TOEs, TDAs, or equivalent documents; and major end items of equipment. Specific items that may not be acquired or transferred under ACSA authority include guided missiles; naval mines and torpedoes; nuclear ammunition and included items, such as warheads, warhead sections, projectiles, demolition munitions, and training ammunition; cartridge and propellant-actuated devices; chaff and chaff dispensers; guidance kits for bombs or other ammunition; and chemical ammunition (other than riot control agents). General purpose vehicles and other items of nonlethal military equipment not designated as significant military equipment on the United States Munitions List promulgated pursuant to Section 2778, 22 USC, may be leased or loaned for temporary use. Specific questions on the applicability of certain items should be referred to the combatant command's legal office for review and approval.

CONTRACTING TRANSFORMATION

10-20. Currently, contracting is being transformed throughout the Army in order to better support the acquisition and sustainment needs of the warfighter. By the end of FY 2010, the Office of the Secretary of Defense has given the Army the task to increase the military contracting workforce by 400 personnel. This

means that in the near future, commanders will have an Army contracting professional available to provide general support and sustainment to their organization.

10-21. For more specific information, commanders and logisticians should contact their local contingency contracting team, contingency contracting battalion, regional contracting center, or installation contracting office that supports their unit.

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Appendix A

Logistics Planning Checklist

The purpose of the logistics planning checklist (Figure A-1, pages A-1 through A-8) is to provide a tool for logistics planners to use in support of ARSOF. It is not all-inclusive; however, it serves as a point of departure for the planning of ARSOF support and sustainment. It is extremely detailed and may be used to check the thoroughness of any SO logistics support plan. The checklist separates a support plan into its fundamental parts and presents questions for evaluating the content.

REFERENCES

List doctrinal, policy, and procedural publications appropriate to the level at which the plan is prepared.

- Do any CONPLANS apply?
- Are the necessary maps listed and available?

PURPOSE

Provide a concise statement of the purpose for which the logistics support plan is prepared.

GENERAL

Provide a summary of the requirements, taskings, and CONOPS that the logistics planning supports.

- Are the objectives specified?

ASSUMPTIONS

List the assumptions upon which the CONOPS and logistics support are based.

RESPONSIBILITIES

Are responsibilities for support clearly stated for the following?

- Joint staff.
- USSOCOM.
- USTRANSCOM.
- Other military Services.
- Combatant commands and their component commands.
- Theater SO commands.
- Defense Security Assistance Agency.
- National Geospatial-Intelligence Agency.
- DOS and U.S. Embassies.
- Security assistance organizations.
- Liaison offices.
- Defense Logistics Agency.
- Army and Air Force exchange service.
- Units or elements providing logistics support to ARSOF components.

Figure A-1. Logistics planning checklist

CONCEPT OF LOGISTICS SUPPORT

Analyze the sufficiency of the concept of logistics support.

- How will supply, maintenance, transportation, and field service support be provided?
- Which logistics elements will provide the support? Are the forces that provide the support adequate?
- Does the planned support complement the tactical plan? Is it adequate and feasible?
- How will the terrain and enemy intelligence impact on logistics support?
- Has the deployment flow been properly analyzed to determine the time-phasing for introduction of logistics elements to support the combat forces?
- Is HNS available and what are the subsequent risks?
- What support will SO-peculiar equipment, materials, supplies, and services provide?
- What are the validation procedures for SO-peculiar equipment, materials, supplies, and services?

SUPPLY

Validate whether adequate supply support has been planned in the following areas.

General

Consider basic supply procedures.

- Are the supply system and procedural guidance provided?
- Is the flow of requisitions and materiel described?
- Is a project code required and identified?
- Is a temporary force activity designator upgrade required?
- Are in-country DODAACs required?
- Are ALOC procedures described?
- Is the number of days of supplies required to accompany troops identified?
- Are provisions made for contracting and local purchase support?
- Are the stockage objectives by classes of supply specified?
- Will automated or nonautomated procedures be used?
- Will automated systems of supported units and task-organized logistics units interface?
- Have the inter-Service support requirements been identified and common-, cross-, and joint-servicing arrangements coordinated for support of ARSOF?
- What support will be provided by HNS?
- What in-theater support is required?
- Are retrograde procedures specified for excess and unserviceable items?
- What are the provisions for emergency resupply?
- Have initial preplanned supply support and emergency support packages been considered?
- Is the communications capability provided and compatible with the automated systems being deployed?
- Are changes to the DOD Activity Address File required, such as “ship-to address”?
- Are some supply support activities to be designated as ALOCs?
- Are procedures described for cancellation or diversion of materiel in-process or in-transit at the termination of the operation or exercise?
- Are there provisions for logistics support of displaced civilians, prisoners of war, and indigenous personnel?
- Is there covered storage in the AO to protect supplies from the elements? If not, are shipments packed for outdoor storage?
- Are MHE requirements provided?

Figure A-1. Logistics planning checklist (continued)

- Is sufficient rigging material and equipment available for airdrop operations?
- Is the defense automatic addressing system aware of the communications routing identifier and DODAAC for processing direct requisitions and direct supply status?
- What are the procedures for distributing maps?

Class I

Consider subsistence issues.

- Are mess facilities identified and adequate?
- Are the ration cycles described by phase? Is a ration cycle proposed?
- Are fresh eggs, fresh fruits and vegetables, fresh meats, juices, milk, and canned soft-drink supplements to the MRE and other field ration meals considered?
- Do local fresh fruits and vegetables meet U.S. standards?
- Have unitized operational rations been considered for ease of handling and accountability?
- Are cash meal-payment procedures established?
- What method of distribution will be used (unit distribution or supply point distribution)?
- Are bakery supplements to the field ration meals considered?
- Are veterinary personnel adequate for the subsistence support requirements?
- Are hospital rations required?
- Are chill, freeze, and refrigeration requirements for unit dining facilities and Class I supply points addressed?
- Are water support requirements satisfied?
- Are the sources of water fresh, brackish, or salty?
- Is the source of water from local systems surface or wells?
- What type of water purification unit is required?
- Are chillers required?
- What is the water-planning factor in gallon per man per day?
- What are the treatment, storage, distribution, and cooling requirements? Are they satisfied by deploying unit capability?
- What are the well-drilling requirements? Are there any existing wells? What is the quality of water from existing wells?
- Are potable ice considerations covered? What is the requirement planning factor? Have the AHS planners provided for certification of ice as potable?

Class II

Consider clothing, individual equipment, tools, and administrative supplies issues.

- Are requirements for individual clothing and mission-essential consumables addressed?
- What are the requirements for mission rehearsals and training?
- What are the provisions for replacing damaged personal clothing and chemical protective clothing?
- Which self-service supply center (SSSC) listing will be used as the basis for the Class II stockage?
- How will the logistics support element replenish OCIE and SSSC items?
- Do any of the following items require special considerations?
 - SO-peculiar materials.
 - Tentage and tentage repair kits.
 - Administrative and office supplies.
 - Folding cots.
 - Insect bars with mosquito netting.
 - Banding material and tools.

Figure A-1. Logistics planning checklist (continued)

- Water-purification chemicals and test kits.
- Insect repellent and sun screen.
- Field laundry and bath supplies, and hospital laundry supplies.
- Dining facility supplies, including paper and plastic products.
- Trash disposal supplies.
- Vector control equipment and supplies.
- Latrine chemicals and supplies.
- Batteries.
- Cold weather clothing and equipment.
- Air conditioners or fans.

Class III

Consider POL requirements and support.

- Are service requirements by location for each type product established?
- Is the use of contractor-provided bulk fuels considered?
- Are ordering and accountable officer requirements addressed?
- Are existing pipeline distribution systems available? What are the pipeline and storage capabilities?
- Are remote refueling sites or FARPs required? What capabilities are required?
- Are inter-Service support billing and reimbursement procedures specified?
- Are POL quality surveillance procedures specified? Are required test kits on hand?
- Is a petroleum laboratory available?
- Are additives required for commercial fuels? Who will provide them?
- Are any unique package product requirements addressed?
- Are industrial gases addressed?

Class IV

Consider construction materials requirements.

- Are unique requirements for construction, security, and rehearsal materials addressed?
- Is in-country procurement considered?
- Have Class IV data sources been queried on preexisting databases describing locally available construction materials?
- Are basic loads to be deployed?
- Will the use of pre-positioned material stocks be permitted?

Class V

Consider ammunition requirements.

- Are unit basic loads (UBLs) to be deployed?
- Is the logistics support structure prescribed?
- Are EOD support requirements and procedures addressed?
- Are SO-peculiar ammunition requirements addressed?
- Have the storage, handling, shipping, security, and safety requirements been reviewed and addressed in the planning?
- Are requirements identified by category of munitions?
- Are sustaining rates of munitions addressed?
- Are special permits needed? Who issues them?

Figure A-1. Logistics planning checklist (continued)

Class VI
Consider issues of personal demand items.
<ul style="list-style-type: none"> • Are the deploying personnel provided guidance on personal demand items? • Are sundry packs available? • Is indirect or direct exchange support considered? • If exchange support is required— <ul style="list-style-type: none"> ▪ Has the Army and Air Force Exchange Service HQ been notified? ▪ Have the exchange staffing, stock assortment, security, facility, transportation, and communications requirements been identified and coordinated? ▪ Is finance support for the exchange identified? ▪ Has the policy on rationing and check-cashing been determined?
Class VII
Consider major end-item requirements.
<ul style="list-style-type: none"> • Are SO-peculiar equipment requirements identified and validation procedures established? • Does the plan specify the equipment-fill level for deploying units? • Are equipment redistribution (cross-leveling) requirements specified? • Are replacement actions for salvage equipment specified? • Are operational readiness float requirements addressed?
Class VIII
Consider medical supply and material requirements.
<ul style="list-style-type: none"> • Are medical supply procedures prescribed? • Does this portion of the logistics support plan complement the medical support plan? • Are medical resupply procedures established? • If applicable, are policies provided for the medical treatment of non-U.S. personnel? • Are special medical equipment and supply requirements identified based on medical mission and the AO? • Are memorandums of understanding established with medical logistics providers to ensure these medical supplies are stored, maintained, and ready to meet all operational contingencies? • Are special storage requirements satisfied? • Is the disposal of salvage medical supplies addressed? • Are medical oxygen and other medical gases requirements (such as anesthesia identified and resupply procedures) established? • Is local purchasing an option? Are procedures and guidelines established?
Class IX
Consider repair part requirements.
<ul style="list-style-type: none"> • Are SO-peculiar repair requirements specified? • Are common repair parts requirements, including repairables, specified? • Are cannibalization procedures addressed? • Are requirements for nonexpendable components addressed? • Is stockage of major assemblies addressed? • Are there special storage requirements for such items as dry batteries, classified repair parts, and high-dollar materials? • What are the procedures for disposing hazardous materials, such as lithium batteries and radioactive residue?

Figure A-1. Logistics planning checklist (continued)

<p>Class X</p> <p>Consider the requirement for nonmilitary program materials.</p> <ul style="list-style-type: none">• If Class X materials are required, does the plan describe the source?• What is the source of funding for Class X supplies?
<p>MAINTENANCE</p> <p>Verify the validity of the support plan for maintenance.</p> <ul style="list-style-type: none">• Does the plan describe how field, sustainment, and SO-peculiar equipment maintenance will be performed?• Is missile maintenance support required and available?• Does the plan address calibration requirements?• Is maintenance exchange addressed?• Have extreme weather aspects like heat, cold, humidity, and dust been considered?• Are site security and storage requirements identified?• Are special power requirements for maintenance facilities identified (for example, voltage, phase, frequency, stability, and anticipated load in kilowatts)?• Are building suitability screening factors identified by type of maintenance facility (for example, minimum height and width for doors, floor load-bearing requirements, and environmental control necessities)?• Are operational readiness floats addressed?• How will repairs under warranty be performed in the AO?• Is the evacuation of unserviceable repairable items addressed?• What are the procedures for replacing maintenance tools and equipment?
<p>TRANSPORTATION</p> <p>Validate whether adequate transportation support has been planned in the following areas.</p>
<p>General</p> <p>Consider basic transportation procedures and requirements.</p> <ul style="list-style-type: none">• Is there a requirement for expedited cargo distribution to the AO?• Are the transportation support systems for supply distribution and ALOC validation procedures outlined?• What are MHE requirements?• What is the availability of USTRANSCOM and Defense Intelligence Agency data analysis regarding the country's transportation infrastructure, including ports, airfields, roads, railroads, and inland waterways?• Is a rail system available? What are the schedules and capability?• Is the highway net described? What are the capabilities and limitations?• What is the weather impact on ports, airfields, and highway nets?• Are in-country highway, rail, air, and inland waterway mode requirements addressed?• Are the transportation movement priority and transportation account codes provided? Are transportation funding procedures established?• Has a dedicated in-country, intratheater, or intertheater movement system for personnel and high-priority cargo been established?• Has coordination been made with USTRANSCOM for personnel and equipment movements?• Has the use of foreign flag carriers been addressed?• What agency will accept and coordinate administrative transportation requirements for SOF?• What HNS is available?• Are MEDEVAC requirements included in the planning?

Figure A-1. Logistics planning checklist (continued)

Airfields

Consider issues pertaining to airfield requirements.

- What airfields are available to support military operations?
- Is a coordinating HQ designated for all airlift support?
- Has support been planned for USAF mobile aeromedical staging facilities?
- What are the personnel and cargo reception capabilities of the APOE and APOD?
- What is the current usage of the airfield?
- What are the characteristics and capabilities of the roads that access the airfield?
- What contract civilian or HN personnel and equipment assets are available to assist at the APOD and APOE?
- Has an A/DACG organization been designated? Have aerial port squadron and airlift control element requirements been identified?
- What airfield facilities are available for military use during A/DACG operations?
- What is the best source for additional information on the airfields?
- Have channel airlift requirements been specified?
- Have airbase defense requirements been properly addressed?

Supply Routes

Consider issues pertaining to the supply routes.

- What are the road movement and convoy restrictions?
- What routes are available to support military operations?
- What are the characteristics and capabilities of the routes available to support military operations?
- What are the dimensions and classifications of tunnels and bridges along the routes?
- What capabilities exist to repair damaged segments of routes?
- What segments of the routes are heavily used by the civilian populace?
- What are the most likely routes fleeing refugees would use?
- Are traffic-control measures in-place?
- What is the best source for additional information on the routes?

FIELD SERVICES

Consider issues pertaining to field services requirements.

- Are laundry, bath, clothing renovation, and latrine requirements addressed? Local sources?
- Are MA capabilities adequate to support the anticipated requirements?
- Are procedures for salvage collection, evacuation, and disposal covered?
- Are base and post exchange services required and provided?
- Is fire protection provided for aviation, ammunition, and bases?
- Are procedures for waste disposal addressed?
- Are procedures specified and do units have the equipment necessary for cleaning of equipment for redeployment to meet customs and agriculture requirements to enter the CONUS?

MISCELLANEOUS

Consider miscellaneous issues and requirements.

- What are the billeting and support requirements at ISBs and SOTFs?
- Are HN military personnel with experience in U.S. military schools identified?
- Have arrangements been made with U.S. and HN customs and immigration?
- Are procedures for logistics reporting established?

Figure A-1. Logistics planning checklist (continued)

- Is delousing support required?
- Are isolation or rehearsal facilities required?
- What are the funding aspects of logistics support?
 - Are the costs for all requirements identified?
 - What is the account processing code?
 - Are SO-peculiar equipment resourcing procedures identified?
- What are the electrical power cycles of the country? Are transformers required?
- Are printing and duplicating requirements identified?
- Are the communications to support logistics operations included in the communications planning? Telephone?
- What are the requirements for aerial delivery, personal parachutes, and air items?
- Is a source of liquid oxygen required?
- What are the diving-support requirements?
- What are the administrative-use vehicle requirements?
- What are the audiovisual requirements?
- Are communication frequencies cleared with the HN government?
- Are there adequate provisions in the plan for contracting support?
 - Is an adequate number of contracting officers with the proper warrant provided?
 - Is adequate finance support available?
 - Is adequate legal support available?
 - Is adequate linguist support available?
 - Are there provisions in the plan for maneuver or war damage claims resulting from logistics operations?
- Are automated logistics systems procedures properly addressed?
 - Have backup master files been established and prepared for shipment separate from the primary master files?
 - Are maintainers, operators, and managers assigned and well-trained?
 - Have site selection and preparation for automated equipment considered accessibility, geographic, terrain, and security requirements?
 - Is there a continuity of operations plan?
 - Are sufficient copies of user manuals on hand and current?
 - Are sufficient repair parts available for the computer hardware, including generators and other subsystems?
 - Are there provisions for backup support for repair parts, hardware maintenance, and the receipt of software change packages?
 - Has telephone support been arranged?
 - Have details been worked out for transmission of documents to higher and lower echelons?
 - Will customer units require training? Are customer user manuals available for automated system support?
- Are OPSEC requirements integrated into logistics planning? Is the logistics signature minimized?
- Have security police requirements for SO bases, facilities, training areas, rehearsal sites, and storage sites been identified and resourced?

Figure A-1. Logistics planning checklist (continued)

Appendix B

Joint Operational Stocks

The joint operational stocks (JOS) program is a joint, centrally managed, stored, and maintained stock of USSOCOM materiel. This program loans mission-critical and mission-essential equipment that directly supports TSOCS, components, and SOF units in the execution of training, contingency, and real-world missions. The JOS program is centrally managed within USSOCOM HQ. The Center for Special Operations (SCSO-J3) validates and prioritizes loan requests; the Special Operations Acquisition and Logistics (SOAL) Center manages all logistics aspects of the program. The actual JOS inventory is maintained, stored, and issued from the SOFSA located in Lexington, Kentucky.

THE JOS CATALOG

B-1. The JOS Catalog contains a listing and a description of equipment and accessories contained in the JOS program, with information on policy and procedures. While this catalog is published and distributed in hard copy on an annual basis, it is also accessible online through the Special Operations Forces Sustainment, Asset Visibility, and Information Exchange (SSAVIE) home page. Updates are posted as they occur to the JOS Catalog online.

B-2. The JOS Catalog is only published once a year and initial distribution is made to units throughout the command via USSOCOM's Special Operations Forces Logistics Assistance Representatives (SOFLARs). Additionally, copies will be sent to USSOCOM's SOFLARs for ease of access. Further, users may request the JOS Catalog by writing or calling the following:

Mailing Address:
Special Operations Forces Support Activity
5749 Briar Hill Road
M/S: 24 (SPO-JOS Project Manager)
Lexington, KY 40516

Phone Numbers:
Defense Switched Network (DSN): 745-3805
Commercial (Comm): (859) 293-3805

B-3. A hard copy of the JOS Catalog can be downloaded and printed off the JOS home page on the SSAVIE Web site. This copy is updated with new equipment throughout the year. To access the online JOS Catalog, users can log on to <https://ssavie.sofsa.mil>, and select the JOS button on the SSAVIE home page. However, users must first have a SSAVIE password to access the Web site. Passwords may be requested by clicking on the "SSAVIE ACCESS REQUEST FORM" button and completing the form that pops up.

TYPES OF JOINT OPERATIONAL STOCKS LOANS

B-4. The JOS Catalog provides various loan methods that units may use. There are new, extension, consolidation, and hand-off loan processes. Each unit or PBO should discuss which of the following types of loan to use when deciding about equipment purchases.

NEW LOAN

B-5. Units are directed to maintain control of JOS loans through unit PBOs or equipment custodians. New JOS loans will be processed through unit channels IAW procedures outlined in this catalog. While JOS loans typically cover a 90-day period (exclusive of the transportation pipeline), the length of the loan can be adjusted to correspond to the length of the deployment or exercise. However, loans will not generally be approved to exceed 6 months (180 days). The 180-day limitation is established to overcome some of the accountability problems associated with unit rotations and personnel turbulence.

LOAN EXTENSION

B-6. Units may request loan extensions when operations dictate and the loan cannot be returned as scheduled. Loan extension will be made for no more than 180 days each. Units will process extensions for loan in the same manner that they process new loan requests. Once processed, units will be required to sign updated JOS Loan Property Accountability Reports (hand receipts).

LOAN CONSOLIDATION

B-7. Units that have taken out multiple JOS loans may request that the loans be consolidated into a single loan to aid in accounting. Units need to be clear about which loans and what items of equipment are being consolidated.

HAND-OFF OR TRANSFER OF JOINT OPERATIONAL STOCKS LOAN

B-8. Hand-off or transfer of JOS equipment will be coordinated between PBOs and/or equipment custodians. Hand-off or transfer of JOS loaned equipment from one unit to another may occur because of operational considerations. When it occurs, the losing unit will obtain a signed hand receipt from the gaining unit for the equipment. A copy of this hand receipt will be sent along with the JOS request to transfer the equipment to the gaining unit. Responsibility for initiating the request for transfer of JOS loan rests with the losing unit. A new JOS loan will be created for the gaining unit. The gaining unit signs for the equipment under the new JOS loan. If all equipment is transferred from the old loan to the new loan, the loan is closed. If some equipment remains on the old JOS loan, the losing unit continues to be responsible for it.

Note. USSOCOM may, at any time, direct units to return JOS equipment to meet higher-priority missions or operational requirements.

PRIORITY OF JOINT OPERATIONAL STOCKS LOANS

B-9. JOS loans are normally prioritized in the order listed below. Exceptions are determined and approved by USSOCOM Center for Special Operations (SCSO-J3).

- Priority 1: President-directed.
- Priority 2: JCS-directed.
- Priority 3: Security assistance/humanitarian assistance missions (mobile training teams/humanitarian demining operations).
- Priority 4: Joint combined exchange training events.
- Priority 5: Other exercises/unilateral training.

JOINT OPERATIONAL STOCKS LOAN APPLICATION PROCEDURE

B-10. Units/agencies requesting JOS equipment should first identify the equipment required (see annexes in the JOS Catalog) and then prepare a unit JOS loan request using the JOS Loan Worksheet contained in enclosures D-1 and D-2. The request may be submitted via letter, message, memorandum, or facsimile. However, these requests must be submitted through the requesting unit's chain of command for approval,

or through the JOS Online Loan Processing System (component command approval is required to exercise this feature). SOF units under OPCON of theater GCCs will submit their requests through their TSOC.

B-11. Requesting units must ensure that the mission category is identified, and that a short unclassified mission impact statement is provided in the event that the loan cannot be filled. Classified impact statements can be submitted via secure phone communications to USSOCOM SOAL-J4 Comm: (813) 826-4275, DSN: 299-4275.

B-12. Component commands and TSOCs will review JOS loan requests to ensure compliance with training programs and operational requirements. Following their review, loan requests are then submitted to HQ, USSOCOM (ATTN: SOAL-J4):

Mailing Address:

U.S. Special Operations Command
7701 Tampa Point Boulevard
ATTN: SOAL-J4
MacDill AFB, FL 33621-5323

Phone/Fax Numbers:

DSN: 299-4275/9146
Comm: (813) 826-4275/9146
DSN Fax: 299-4741
Comm Fax: (813) 826-4741
Secure telephone unit (STU) III DSN Fax: 299-3780
STU III Comm Fax: (813) 828-3780

B-13. After the JOS loan request is received at USSOCOM HQ, the Center for Special Operations (SCSO-J3) will validate the requirement and then pass it to Directorate of Logistics (SOAL-J4) for action, as appropriate. In cases where there are insufficient assets to meet requirements, the Directorate of Operations will deconflict, coordinate, and prioritize competing requirements.

B-14. Once the Directorate of Logistics receives the validated JOS loan request, they in turn will pass it on to SOFSA. SOFSA Special Programs Office then prepares the equipment for shipment IAW required delivery dates. SOFSA also contacts the requesting unit to advise them of the shipment and to ensure that the shipment is received. SOFSA acts as USSOCOM's agent and is the focal point for JOS loans once a JOS loan request is passed to them for action.

B-15. SOFSA will include a packing list, a memorandum of agreement (MOA), and a property accountability report with each JOS loan shipment as follows:

- The packing list will indicate stock number, nomenclature, and quantity shipped information.
- The MOA specifies the conditions under which the loan is made and directions for loan closure.
- The property accountability report (hand receipt) lists all items on the loan along with their serial numbers.

B-16. Units will return signed copies of the MOA and Property Accountability Report to SOFSA. These documents will be used by SOFSA to track accountability of JOS equipment on loan. Accountability is an important part of the JOS program and a precondition for units using the equipment. A report listing all JOS loans for which SOFSA has not received signed documentation is sent weekly to each component command.

Note. The JOS Loan Request Worksheet and JOS COMSEC Loan Request Worksheet can be obtained on the USASOC home page under the G-4 tab.

JOINT OPERATIONAL STOCKS EQUIPMENT READINESS

B-17. JOS equipment is regularly serviced and maintained in a ready-to-ship status to meet time-sensitive operational contingencies and other emergency situations. Normally, units should allow as much processing time as possible and integrate JOS loan requirements into their planning. When submitting loan requests, units should also consider the amount of time it will take a request to be processed and approved by their own chain of command. However, SOFSA will maintain a capability to ship JOS equipment in 4 hours or less. This means SOFSA will prepare items for shipment, arrange for shipping, and have equipment turned over to the shipper in less than 4 hours during normal duty hours. During nonduty hours, SOFSA will recall necessary personnel to initiate this action. The exercise of the 4-hour response capability is restricted to national emergencies, contingency operations, and other urgent situations when authorized by HQ, USSOCOM.

SHIPMENT OF JOINT OPERATIONAL STOCKS EQUIPMENT

B-18. While USSOCOM budgets for the cost of shipping JOS equipment to the using unit, units are responsible for transportation costs associated with returning JOS equipment to SOFSA. If there is a significant operational impact, units must coordinate with USSOCOM Acquisition and Logistics for resolution. When large shipments of JOS equipment are intended for deployment overseas, the equipment will normally be shipped to the CONUS base where requesting units will assume responsibility for the equipment and arrange further shipping. These shipments will normally be managed as part of the unit's deployment and charged to the associated charge code (TAC Code) for the exercise or operation.

PROPERTY ACCOUNTABILITY

B-19. Commands/organizations using JOS-loaned equipment must maintain accountability over equipment on loan from time of receipt until the materiel is returned. Units are directed to maintain control of JOS loans through unit PBOs or equipment custodians as applicable.

B-20. JOS users will receive and maintain JOS equipment IAW the hand receipt and MOA that accompany each JOS loan. Users are further required to assign an accountable person to track JOS loans and to maintain property accountability records of equipment from the time of receipt until the property is returned. This person is normally the PBO or equipment custodian.

B-21. In the event JOS equipment cannot be returned IAW the JOS loan timelines, users are required to generate a loan extension request and to update their hand receipts if the extension is approved.

B-22. All users of JOS equipment will notify SOAL immediately if JOS equipment is lost or destroyed.

B-23. Units losing JOS equipment will initiate Reports of Survey, property adjustment documents, and investigations, as required. For loss or damage of JOS equipment, the following applies:

- A Report of Survey (DD Form 200 [Financial Liability Investigation of Property Loss] or other appropriate Service form) will be initiated by the using command/organization to investigate and document the circumstances surrounding the loss, damage, or destruction of JOS equipment.
- The Report of Survey will be conducted IAW Service regulations. Upon completion by the Service reviewing authority, the survey will be forwarded to USSOCOM SOAL-J4. USSOCOM SOAL-J4 will provide SOFSA with guidance needed to adjust accountable records.
- For loss of sensitive items such as weapons and COMSEC, users will initiate reports and investigations as required by Service regulations.

RETURN SHIPMENT OF JOINT OPERATIONAL STOCKS EQUIPMENT

B-24. While the JOS program funds outbound transportation of JOS equipment, the user is responsible for the cost of returning JOS equipment to SOFSA. Return shipping information is as follows:

Shipping Address:

Special Operations Forces Support Activity
5749 Briar Hill Road
Building 221-SPO
ATTN: Joint Operational Stocks
Lexington, KY 40516

Phone/Fax Numbers:

DSN: 745-3805
Comm: (859) 293-3805
DSN Fax: 745-3899
Comm Fax: (859) 293-3899

Identification Numbers:

DODAAC: H92227
Unit Identification Code for SOFSA: DJ7511

B-25. The return of JOS COMSEC equipment must first be coordinated with the following personnel prior to shipment (normal duty hours are 0700 hours to 1530 hours Eastern Standard Time):

Shipping Address:

Special Operations Forces Support Activity
5749 Briar Hill Road
Bldg. 221-SPO
ATTN: COMSEC Custodian
Account Number: 871720
Lexington, KY 40516

Phone/Fax Numbers:

COMSEC Custodian: Ext 4214
DSN: 745-3945
Comm: (859) 293-3945
DSN Fax: 745-4169
Comm Fax: (859) 293-4169

B-26. JOS equipment returned to SOFSA will be complete, properly maintained, and serviceable. Unserviceable equipment will be returned with an explanation to allow for expeditious repair and restockage of the equipment.

B-27. For selected items of equipment, such as tents, requesting units are required to clean, inventory, and repack equipment as a condition of the loan to minimize high reconstitution costs.

TURN-IN GUIDANCE FOR UNSERVICEABLE JOINT OPERATIONAL STOCKS EQUIPMENT

B-28. This guidance applies to deployed SOF units and provides procedures for processing turn-ins of USSOCOM-procured (major force program [MFP]-11) equipment to forward to SSA and Defense Reutilization and Marketing Services (DRMS).

B-29. USSOCOM units are authorized to turn-in unserviceable JOS equipment to SSA and DRMS, except for weapons, sensitive items, and COMSEC items. Units must obtain turn-in documentation, most commonly a DD Form 1348-1A (Issue Release/Receipt Document), identifying the item turned in, to include any serial numbers. The JOS loan number associated with the property turn-in should be included. A copy of this document must be forwarded to USSOCOM SOAL-J4 to have the item cleared from the JOS loan.

B-30. This guidance does not apply to COMSEC items, weapons, and sensitive items such as special operations laser markers. JOS equipment falling under this limitation will be returned to the SOFSA, ATTN: JOS. Units should contact USSOCOM SOAL-J4 for guidance before turning in unserviceable JOS equipment.

FAILURE TO RETURN JOINT OPERATIONAL STOCKS EQUIPMENT/FAILURE TO UPDATE HAND RECEIPTS

B-31. The JOS Loan Status Report and the JOS Property Accountability Report (Hand Receipts) are sent out weekly to component commands for action. It reflects the status of all JOS loans assigned to that command and the status of hand receipts requiring update. Component commands are requested to assist in getting overdue loans turned in. Units failing to return equipment in a timely or complete manner may be restricted from access to JOS except for operational requirements. Generally, unit accounts will be temporarily frozen when they have overdue loans 30 days beyond the due date or any unsigned hand receipts beyond 14 days from receipt of equipment or loan extensions. Accounts will remain frozen until the unit corrects its deficiencies.

Appendix C

Classes and Subclasses of Supply

This appendix provides a breakdown and description of classes and subclasses of supplies (Figure C 1, pages C-1 through C-4).

DESCRIPTION	CLASS
Subsistence: Potable water and food to sustain life.	I
Clothing, tools, supplies: Individual equipment, tentage, organizational tool kits, hand tools, maps, and administrative and housekeeping supplies and equipment. Includes items of equipment (other than principal items) prescribed in authorization and allowance tables and items of supply (not including repair parts).	II
Petroleum, oils, lubricants: Petroleum fuels, lubricants, hydraulic and insulating oils, preservatives, liquid and compressed gases, bulk chemical products, coolants, deicing and antifreeze compounds (together with components and additives of such products), and coal.	III
Construction materiel: Installed equipment and all fortification and barrier materials.	IV
Ammunition: All types (including chemical, radiological, and special weapons), bombs, explosives, land mines, fuzes, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items.	V
Personal demand items: Nonmilitary sales items (sundry packages).	VI
Major end items: Final combination of end items that are ready for their intended use—for example, tanks, launchers, mobile machine shops, and vehicles.	VII
Medical materiel: Medical-peculiar repair parts and equipment.	VIII
Repair parts (less medical-peculiar repair parts): All repair parts and components, including kits, assemblies and subassemblies, and repairable and nonrepairable items required for maintenance support of all equipment.	IX
Materiel to support nonmilitary programs: Agricultural and economic development materials not included in Classes I through IX.	X
DESCRIPTION	SUBCLASS
Air (aviation, aircraft, airdrop equipment):	A
<ul style="list-style-type: none"> • Class I—Food packet, in-flight, individual. • Class II—Items of supply and equipment in support of aviation and aircraft. • Class III—Petroleum and chemical products used in support of aircraft. • Class V—Munitions delivered by aircraft or aircraft weapons systems. • Class VII—Major end items of aviation equipment. • Class IX—Aircraft repair parts. 	

Figure C-1. Description of classes and subclasses of supplies

DESCRIPTION	SUBCLASS
Troop support materiel: Water purification sets; shower, bath, laundry, dry cleaning, and bakery equipment; sets, kits, and outfits (including tool and equipment sets and shop and equipment sets) for performing organization, DS, GS, and depot-level maintenance operations; sensors and interior intrusion devices; and topographic equipment and related topographic products as outlined in AR 115-11, <i>Geospatial Information and Services</i> .	B
Operational rations: Standard B rations, which are used for group feeding in areas where kitchen facilities, except refrigeration, are available and ration-supplement sundry packs are issued with the standard B rations until normal post exchange facilities are provided.	C
Commercial vehicles: Wheeled vehicles authorized for use in administrative or tactical operations.	D
General supply items: Administrative expendable supplies, such as typewriter ribbons, paper, cleaning materials, and other supplies normally referred to as office supplies. Also includes publications distributed through adjutant general channels.	E
Clothing and textiles: Individual and organizational items of clothing and equipment authorized in allowance tables and tentage or tarpaulins authorized.	F
Communications-electronics: Signal items, such as radio, telephone, satellite, avionics, marine communications, and navigational equipment; tactical and nontactical automated data-processing equipment; radar; photographic, audiovisual, and television equipment; and electronic sensors.	G
Test, measurement, and diagnostic equipment: Equipment used to determine the operating efficiency of—or to diagnose incipient problems in—systems, components, assemblies, and subassemblies of material used by the Army.	H
Tactical vehicles: Trucks, truck tractors, trailers, semitrailers, and personnel carriers.	K
Missiles: Classes II, VII, and IX, including guided missile and rocket systems, such as Patriot and Avenger. Class V includes guided-missile ammunition items.	L
Weapons: Small arms, artillery, fire-control systems, rocket launchers, machine guns, air defense weapons, and aircraft weapons subsystems.	M
Special weapons: <ul style="list-style-type: none"> • Class V—Nuclear and thermonuclear munitions. • Class VII—Weapons systems that deliver nuclear munitions. • Class IX—Repair parts for Class VIII-N. 	N
Combat vehicles: Main battle tanks, recovery vehicles, self-propelled artillery, armored cars, and tracked and half-tracked vehicles.	O
U.S. Army Intelligence and Security Command materiel: Materiel for which the United States Army Intelligence and Security Command (INSCOM) has responsibility and which is normally authorized in classified authorization tables. Although INSCOM items are electronic, they are identified separately because they do not follow the supply and maintenance channels as subclass G.	P
Marine equipment: Marine items of supply and equipment, such as amphibious vehicles, landing craft, barges, tugs, floating cranes, and dredges.	Q

Figure C-1. Description of classes and subclasses of supplies (continued)

DESCRIPTION	SUBCLASS
Refrigerated subsistence: Two categories of refrigeration—that which is required to be maintained at 0 degrees Fahrenheit to keep frozen meals and foods for extended periods and that which is to be maintained at approximately 40 degrees Fahrenheit to keep perishables in A rations (such as fruits, vegetables, and eggs) for shorter periods.	R
Nonrefrigerated subsistence: Items in standard B rations and nonperishable items in A rations.	S
Industrial supplies: Common supplies and repair parts, such as shop stocks, hardware, and fabrication-type items generally having multiple uses. The Defense Industrial Supply Center generally manages such items.	T
Communications security materiel: This subclass is identified separately from subclass G because of specialized supply and maintenance functions performed through a dedicated COMSEC logistics system.	U
Ground:	W
<ul style="list-style-type: none"> Class I—Water, when delivered as a supply item. Class II—Petroleum and chemical products and solid fuels used in support of ground and marine equipment. Class V—Conventional munitions, such as chemical, smoke, illuminating, incendiary, riot-control, and improved conventional munitions. Classes II, VII, and IX—Construction and road-building and materials-handling equipment. 	
In class: Indicates no subclass assigned.	X
Railway equipment: Rail items of supply and equipment, such as locomotives, railcars, rails, and rail-joining and rail-shifting equipment.	Y
Chemical:	Z
<ul style="list-style-type: none"> Class II—Battle dress overgarments, M256 chemical detector kits. Class VII—Protective masks and smoke generators. Class IX—Protective mask filters, protective mask carriers, or individual decontamination kits. 	
The Following Subclasses Also Apply for Class III	
Air, bulk fuels: Jet fuels and aviation gasolines, normally transported by pipeline, rail tank car, tank truck, barge, coastal or oceangoing tankers, and stored in a tank or container having a fill capacity greater than 500 gallons.	1
Air, packaged bulk fuels: Aircraft-unique petroleum and chemical products consisting generally of lubricating oils, greases, and specialty items normally packaged by the manufacturer and procured, stored, transported, and issued in containers or packages of 55-gallon capacity or less.	2
Ground, bulk fuels: Motor gasoline, diesel, kerosene, and heating oils normally transported by pipeline, rail tank car, tank truck, barge, coastal or oceangoing tankers, and stored in tank or container having a fill capacity greater than 500 gallons.	4

Figure C-1. Description of classes and subclasses of supplies (continued)

DESCRIPTION	SUBCLASS
Ground, packaged bulk fuels: Ground bulk fuels, which (because of operational necessity) are generally packaged and supplied in containers of 5- to 55-gallon capacity, except fuels in military collapsible containers of 500 gallons or less that are also considered packaged fuels.	5
Ground, packaged petroleum: Petroleum and chemical products, generally lubricating oils, greases, and specialty items normally packaged by the manufacturer and procured, stored, transported, and issued in containers of 55-gallon capacity or less.	6
Ground, solid fuels: Coal, coal heating tables, or bar.	7
The Following Subclasses Also Apply for Class VIII	
Controlled substances.	1
Tax-free alcohol.	2
Precious metals.	3
Nonexpendable medical items, not restricted.	4
Expendable medical items, not restricted.	5
Commander-designated controlled items.	6–9
U.S. Army Medical Materiel Agency-controlled sensitive items.	0

Figure C-1. Description of classes and subclasses of supplies (continued)

Appendix D

Site Survey Checklist

This appendix provides a sample site survey checklist (Figure D-1, pages D-1 through D-5). The checklist contains essential considerations in selecting a site.

S-1 CONSIDERATIONS

Mailing address, E-mail address, existing mail facilities. (Is DA Form 285 [U.S. Army Accident Report] required?)

Communications for rapid contact of individuals in case of an emergency. (Red Cross, Embassy, telephone number, E-mail.)

Transportation available for emergency leaves. (Time and distance from nearest airport.)

Availability of post exchange sources and vans.

Laundry facilities.

Availability of religious services; existing religious facilities.

Public information coordination. (Embassy, PAO.)

Availability of special services and recreation items.

MEDICAL EVACUATION CONSIDERATIONS

Primary methods of evacuation.

- Unit designation.
- Location.
- Phone numbers (DSN and commercial prefixes).
- Radio frequency and call sign.
- Response time to area.
- Special capabilities (stokes, winch, jungle penetrator).
- Limitations (night flying, altitude).
- Type vehicle, aircraft (for patient load, flying time).
- Format for requests.

Alternate methods of evacuation.

- Unit designation.
- Location.
- Phone numbers (DSN and commercial prefixes).
- Radio frequency and call sign.
- Response time to area.
- Special capabilities (stokes, winch, jungle penetrator).
- Limitations (night flying, altitude).
- Type of vehicle or aircraft (for patient load, flying time).
- Format for requests.

Figure D-1. Sample site survey checklist

MEDICAL EVACUATION CONSIDERATIONS (CONTINUED)

Other agencies to contact for evacuation (range control, hospital, rescue squad).

- Unit.
- Contact procedures.

On-site medical treatment facility.

Unit providing medical support (drop zone operations, ambulance).

- Service period.
- POC and contact procedures.

SERVICING HOSPITAL FACILITIES CONSIDERATIONS

Nearest servicing hospital facilities (military and civilian).

- Name.
- Location.
- Size and capabilities (limits to care available).
- Contact procedures, including POC and phone number.

Other facilities available (if applicable).

- Dental.
- Preventive medicine.
- Veterinary.
- Class VIII supply.

S-2 AND S-3 CONSIDERATIONS

JSOTF or exercise director's HQ.

- Isolation area.
 - Billets.
 - Mess facilities and ration cycle.
 - Briefing area.
 - Recreation area.
 - Physical security.
- Operations center.
 - Office space.
 - Briefing area.
- Administrative center.
 - Warehouse and storage procedures.
 - Office space.
- General facilities.
 - Telephones.
 - Transportation.
 - Billets.
 - Mess facilities and water source.
 - Electricity.
 - Latrines.
 - Staging area.

Figure D-1. Sample site survey checklist (continued)

S-2 AND S-3 CONSIDERATIONS (CONTINUED)

Maneuver area.

- Military (leased or owned); how large?
- Civilian property; how large?
- State and federal forests; how large?
- Contracts for obtaining maneuver rights.
- Resources in maneuver area.
 - Map and aerial photo coverage.
 - Landing fields available; capabilities, restrictions, and procedures for use.
 - Open areas of drop zones and landing zones; size, number, restrictions on use. Is a drop zone survey (AF IMT Form 3823) or a landing zone survey (AF IMT Form 3822) available?
 - Type of terrain; will it support U.S. operations?
 - Weather; prevailing wind conditions for airborne operations.
 - Water conditions for underwater operations; tidal data.
 - Survival capability; water sources.
 - Restrictions in maneuver area.
- Environmental assessment.
 - Use of demolitions.
 - Use of timber for constructing shelters.
 - Digging of dumps, latrines.
 - Hunting and fishing restrictions.
 - Population centers and civilians living in maneuver areas; off-limits areas.
 - Approval to target civilian facilities. Prior coordination required.
 - Stability operations and guerrilla troop support.
- What forces are available?
 - Strength.
 - Status of training.
 - Dates available.
- What type of C2 relationship is to be established?
- What types of training are support elements interested in?
- Can support elements provide their own—
 - Transportation?
 - Rations?
 - Ammunition and air items?
 - Riggers?
 - Necessary items of individual equipment?
- Name, organization, and telephone number of contact at support element.

S-4 CONSIDERATIONS

Class I – Rations. (POC, telephone number).

- Type.
- Quantity.
- Location of pickup point.

Figure D-1. Sample site survey checklist (continued)

S-4 CONSIDERATIONS (CONTINUED)

- Contact, supporting unit.
- Are signature cards required?
- Are funds required? How much?

Class II and IV – Repair parts, expendable and nonexpendable supplies. (POC telephone number.)

- Contact for supporting unit.
- Requisitioning procedures.
- Type clothing required. Can support unit provide necessary seasonal clothing? If not, has request been sent to G-4?
- Special non-table-of-organization equipment required.
- Amount of funds required.
- Target construction materials and estimated cost.

Class III – POL. (POC telephone number.)

- Contact for supporting unit.
- Signature cards. Required?
- Funds required. Amount?
- Safety requirements.
- Reimbursement method.

Self-service supply center. (POC telephone number.)

- Location.
- Signature cards.
- Funds.
- Type of SSSC requirements (Class I supplies).
- List of stockage items.

Rigger. (POC telephone number.)

- Are rigger facilities available?
- Are repair items available?
- What is the method of reimbursement for rigger end items?
- Are parachute shakeout or drying facilities available?
- Are adequate parachute-storage facilities to support redeployment available?

Billeting. (POC telephone number.)

- Are sufficient billets available?
- Where are the billets located?
- Are bedding and bunks available?
- Are tents and cots available?
- Are special quarters available?
- Is precoordination required for heating, power, or running water in billets?

Transportation. (POC telephone number.)

- What are the types and quantities of vehicles required or obtained?
- What is the supporting unit designation (for vehicle repairs)?

Figure D-1. Sample site survey checklist (continued)

S-4 CONSIDERATIONS (CONTINUED)

- Are Fort Bragg military drivers' licenses valid?
- Are DA Forms 348 (Equipment Operator's Qualification Record) required?
- Can vehicles be kept out of motor pools for extended periods?
- Are forklifts, cranes, flatbeds, and buses available?
- Is A/DACG support available?
- Who is the POC for A/DACG support?
- Can the local airfield provide 463L pallets, dunnage, and nets?

Air support. (POC telephone number.)

- Type of aircraft.
- Dates and times available.
- Mission and local restrictions. Airmobile transportation and MEDEVAC.
- Ramp space for aircraft.
- Maintenance facilities and availability of repair parts.

Funds. (POC telephone number.)

- Funds required (total amount and breakdown by specific areas of items).
- Orders for Class "A" agents.

COMMUNICATIONS-ELECTRONIC CONSIDERATIONS

Power sources.

- Direct current power.
- Converter.
- Battery supply.
- Alternating current power.
- Voltage.
- Wattage.
- Phase.
- Cycle of power.

Sites available.

- Antenna field.
- Distance to airfield.
- Telephone facilities.

Equipment support.

- Quantities and types of radios required and available.
- Wire and field telephones required and available.
- Maintenance available, with and without fund cite.

Availability of frequencies.

Figure D-1. Sample site survey checklist (continued)

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Appendix E

Statement of Requirements Format

The SOR identifies and consolidates in priority all unit requirements that exceed organic capabilities. As shown in the outline format below (Figure E-1, pages E-1 through E-11), a complete SOR addresses in detail all aspects of logistics issues.

E-1. The SOR in direct support of designated operations is submitted using the subordinate unit's SOR process and procedures. Upon receipt of a mission or task, the unit conducts a thorough mission analysis using the MDMP; the SOR format below can also be used during the analysis process. As a result of this analysis, the unit determines materiel and nonmateriel requirements needed to accomplish assigned operational tasks. The unit then prepares the SOR, which identifies those requirements the unit cannot satisfy with its organic assets or capabilities (spreadsheets with tabs are available to document each requirement by service/class of supply). The unit then staffs the SOR and submits it through designated command channels. The SOR should also be staffed with the SB(SO)(A) ALE/ASPO and the supporting ASCC theater sustainment structure if the requirement can be satisfied in the theater. The key to the SOR process is to identify the need early on in the planning process to ensure the timely resourcing of the requirement. There are two types of SORs—the deployment statement of requirement (DSOR) and the pre-mission training statement of requirement (PMT SOR). Once deployed, there are other means to acquire what is needed for mission accomplishment (C-MNS, ESD/ONS, HNS/ACSA, and so on).

E-2. Funding (resourcing) for the SOR may come from programmed dollars and/or be submitted as a UFR. In general, the command's fiscal year general and specific guidance will dictate how SORs will be funded. The preferred staffing approval guidance for supplemental (WOT) requirements is for the ARSOF commanding general—through the review and approval process of the DRUs' WOT cost estimate—to delegate the approval and validation of the SOR to the subordinate commands.

Note. A SOR is not an authorization document. Commanders are authorized to obtain items of equipment (either through requisition or purchase) specifically listed in valid and applicable authorization documents, such as the MTOE, TDA, or CTA, provided adequate funding is available. A complete listing of Army authorization documents is contained in AR 71-32, *Force Development and Documentation – Consolidated Policies*, paragraph 6-3.

CLASSIFICATION

1. REFERENCES.
2. GENERAL.
 - a. Supported unit.
 - b. Time of support.
 - c. Location of supported unit at time of support.
 - d. Unit POCs.
 - e. Database.
 - f. Number of supported personnel.
 - g. Force activity designator.

CLASSIFICATION

Figure E-1. Statement of requirement format

CLASSIFICATION

3. CONCEPT OF OPERATIONS.
 - a. Mission. State the general mission of the unit, command, or operation.
 - b. Desired Results. Provide a concise statement of the desired results of the requested support.
4. ASSUMPTIONS. Give the conditions that are likely to exist or that must exist for the support to be required. Relate the assumptions to specific requirements, as appropriate.
5. CONSTRAINTS. Define the situation that, if experienced, will degrade operations. Give conditions to specific requirements, as appropriate.
6. COMMAND, CONTROL, AND COORDINATION. Describe functional C2 of the unit. Attach an organizational diagram, if necessary, and describe the location of liaison with the HN.
7. SUPPLIES.
 - a. Class I.
 - (1) Requirements of Dining Facility. Identify personnel requirements.
 - (2) Type of Dining Facility. Determine if the dining facilities should be one of the following:
 - (a) U.S. Government.
 - (b) U.S. civilian-contracted.
 - (c) HN civilian-contracted.
 - (d) HN military.
 - (3) Augmentation. If dining facilities are U.S. Government facilities, identify the requirements for augmenting personnel.
 - (4) Food Storage Facilities. Determine which of the following food storage facilities are required to contain a 30-day supply of rations.
 - (a) Dry space in cubic feet.
 - (b) Chill space in cubic feet.
 - (c) Freezer space in cubic feet.
 - (5) Insulated Food Containers. Determine the requirement for insulated food containers. List the number of containers and required meals.
 - (6) Sack Lunches. Determine the requirements for sack lunches.
 - (7) Meal Payment. Determine how individuals will pay for their meals.
 - (a) Cash collection.
 - (b) Payroll deduction.
 - (c) Meal cards.
 - (8) Dining Facility Hours. Determine the requirement for a 24-hour facility.
 - (9) Equipment Augmentation. Determine the requirement for equipment augmentation. List the equipment by nomenclature, National Stock Number (NSN), and quantity.
 - (10) Combat Rations. Estimate the number of combat rations for 30-day sustainment packages for aviation personnel.
 - (a) MREs.
 - (b) Long-range reconnaissance patrol (LRRP) rations.
 - (c) Other (specify).
 - (11) Pre-positioned Rations. List the number of days required for pre-positioned rations.
 - (12) Percentage of Pre-positioned Rations. Identify the required percentage of the following pre-positioned rations:

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

CLASSIFICATION

- (a) MREs.
- (b) LRRP rations.
- (c) Other (specify).
- (13) Local Purchasing, Cash. Determine the need for small units to have cash to purchase rations on the economy.
- b. Class II.
 - (1) Self-Service. List the essential SSSC items required for a 30-day sustainment.
 - (2) CBRN Equipment. List the requirement for CBRN consumables and nonconsumables for two complete issues of CBRN equipment following a CBRN attack.
 - (3) Sustainment. List other Class II items required for sustainment, such as CTA 50-900 items.
 - (4) Reproduction Equipment. Determine the required reproduction equipment. List the equipment and the number of copies needed for 30-day sustainment.
 - (5) Special Equipment. List any special Class II equipment required beyond the equipment already authorized and on hand. List the equipment by nomenclature, NSN, and quantity.
 - (6) Clothing Sales. Determine the requirement for a clothing sales facility.
- c. Class III.
 - (1) POL. Determine POL, including base support functions, for a 30-day sustainment. List item by type and quantity.
 - (a) Motor gasoline (regular or super).
 - (b) Diesel fuel.
 - (c) Aviation gasoline.
 - (d) Oil (bulk).
 - (e) Grease.
 - (f) Coolants.
 - (g) Packaged POL or other lubricants.
 - (h) Commercial grades of aviation fuel.
 - (i) Availability of POL laboratory for fuel testing.
 - (2) Tankers and Dispensers. Identify the requirement for tankers or dispensers in addition to organic capabilities. List item by type, capacity, and quantity.
 - (3) Planning Factors. Determine if the planning factors used to identify POL requirements were factors other than those in the Combined Arms Support Command database or operational log planner. If so, specify.
- d. Class IV. Determine the requirements for building or barrier materials for the following items, listing them by type and quantity—for example, plywood, lumber, long and short pickets, sandbags, and barbed wire.
 - (1) Administrative and command post.
 - (2) Tactical and defensive use.
 - (3) Rigging and shoring.
 - (4) Concertina and barbed wire.
 - (5) Stakes and pickets.

CLASSIFICATION**Figure E-1. Statement of requirement format (continued)**

CLASSIFICATION

- e. Class V.
 - (1) Additional Class V Requirements. Determine Class V requirements beyond those in the UBL. List by DOD identification code, nomenclature, and quantity. Identify nonstandard Class V requirements separately.
 - (2) Planning Factors. Determine the planning factor used to forecast Class V consumption rates.
- f. Class VI. Determine the number of personal demand items based on the number of unit personnel and the individual consumption rate. List items by type and quantity.
- g. Class VII.
 - (1) Additional Equipment. Determine the requirement for additional items of equipment, such as trucks and generators. List the items by nomenclature, NSN, and quantity.
 - (2) Maintenance Augmentation. Determine the requirement for augmenting maintenance personnel to support the equipment listed in paragraph 7g(1). List the personnel by grade, MOS, and quantity.
- h. Class VIII.
 - (1) Determine the requirement for Class VIII supplies by nomenclature, NSN, quantities, and special requirements associated with a particular item, such as refrigeration.
 - (2) Determine the schedule of resupplies required.
 - (3) Determine whether resupply will be prepackaged standard line items. Project when line item ordering will be established and, if feasible, how often, how long, and through what channels.
 - (4) Determine the need for Class VIII supplies peculiar to the AO and whether the supplies are readily available or must be specifically acquired, such as refrigeration, security, and shelf life—for example, antivenins.
 - (5) Determine the availability and reliability of HN Class VIII for emergency purposes.
 - (6) Determine the need for blood and blood products and associated equipment.
 - (7) Determine coordinating agencies for chemical support.
- i. Class IX.
 - (1) Mandatory Parts List. Determine if a mandatory parts list exists to support the equipment.
 - (2) Prescribed Load List. Determine if PLL includes repair parts to support—
 - (a) Weapons.
 - (b) Communications equipment.
 - (c) Vehicles.
 - (d) Support equipment, such as generators.
 - (e) CBRN equipment.
 - (3) Other Equipment. Determine if the unit has nonstandard or commercial equipment. List by type, model number, manufacturer, and density.
 - (4) Repair Parts Support. Identify how repair parts support is obtained for commercial and nonstandard equipment.
 - (5) Maintenance Support. Determine maintenance support requirements.
- j. Class X. Determine Class X requirements. List by type and quantity.
- k. Other.

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

CLASSIFICATION

- (1) Emergency Resupply. Identify the requirement for emergency prepackaged resupply. Specify by nomenclature, NSN, and quantity. Attach as separate enclosure for each type of package.
- (2) Maps and Photographs. Identify the requirement for maps and aerial photographs.
- 8. SERVICES.
 - a. Field Services. Determine field services support requirements, such as riggers and mortuary affairs.
 - b. Engineering Services.
 - (1) Equipment Power Rating. Determine power rating needed for the equipment.
 - (2) Power Requirements. Determine power requirements beyond the organic generating capability.
 - (3) Equipment Power Capability. Determine the following, if supplied with commercial power at the wartime site:
 - (a) Equipment compatibility.
 - (b) Requirement for plug adapters, including voltage and the number of adapters needed.
 - (c) Requirement for transformers, including voltage and the number of transformers needed.
 - (4) Water Requirements. Identify daily requirements for potable water and for washing engines and fuselages.
 - (5) Pest Control Requirements. Determine the requirement for rodent- and insect-control assistance.
 - (6) Heavy Equipment Requirements. Identify requirements for heavy engineer equipment, such as bulldozers. List the needed quantity.
 - c. Other Services.
 - (1) Linen Requirements. List by type and quantity.
 - (2) Linen Exchange. Determine the frequency of linen exchange.
 - (3) Laundry Services Requirements. List by pounds per week. If none, so state.
 - (4) Commercial Cleaning Requirements. Determine the requirement for commercial laundry and dry cleaning.
 - (5) Other Services Identification. Determine the need for other services.
- 9. MAINTENANCE.
 - a. Personnel Requirements. Determine if enough personnel exist to conduct the necessary maintenance. If not, list the necessary augmentation by grade, MOS, and quantity.
 - (1) Vehicle.
 - (2) Support equipment.
 - (3) Communication.
 - (4) Weapons.
 - (5) Aviation.
 - b. Field and Sustainment Maintenance. Identify requirements for field and sustainment maintenance.
 - c. Other Maintenance Equipment. List commercial and nonstandard equipment requiring maintenance.

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

CLASSIFICATION

10. TRANSPORTATION.
 - a. Air Transportation.
 - (1) Unit Load Plans. Enclose unit load plans.
 - (2) Administrative Aircraft. Determine the requirement for administrative aircraft. Specify the type and number of hours per week.
 - (3) 463L Pallets. Determine the requirement for 463L pallets at the wartime location. Specify the amount.
 - (4) Equipment and Personnel Requirements. Determine the requirement for additional MHE and personnel at the JSOTF and SOTF airfield. Specify requirement for crane or for rough terrain container handler.
 - (5) Passenger Facilities. Determine the requirement for passenger facilities. Specify the required type and size of the facilities, based on the duration of passenger use.
 - (6) Cargo Storage Facilities. Determine the requirement for cargo storage facilities. Specify by the number of square feet required for the following:
 - (a) Covered secure storage.
 - (b) Outdoor secure storage.
 - (7) Airfield Requirements. Determine the requirement for an airfield to handle the following:
 - (a) C-130s.
 - (b) C-17s.
 - (c) C-5As.
 - (d) Other (specify).
 - (8) All-Weather Surface Airfield. Determine the requirement for an all-weather surface airfield.
 - (9) Airfield Services. Determine the requirement for airfield services, including MHE support. List by type and quantity.
 - (10) Airfield Operations. Determine the requirement for airfield operations provided by other sources.
 - (11) Flight Line Facilities. Determine the requirement for other aircraft flight line facilities. Specify the types of aircraft.
 - b. Water Transportation. Determine the requirement for water transportation. Specify the type and size of the maritime vehicle.
 - c. Ground Transportation. Determine the requirement for supplemental military vehicles. Specify by type of vehicle and quantity.
 - (1) Commercial-Type Military Vehicles.
 - (a) Sedan.
 - (b) Carryall.
 - (c) Bus.
 - (d) Ambulance.
 - (e) Other (specify).
 - (2) Tactical Vehicles.
 - (a) Radio-equipped vehicles (state type of radio and quantity).
 - (b) Non-radio-equipped vehicles.
 - (c) Trucks and trailers.

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

CLASSIFICATION

- (d) Wreckers and cranes.
- (e) Aircraft-towing vehicles.
- (f) Ambulances.
- (g) Fire trucks.
- (h) Other special purpose vehicles, such as warehouse trucks.

11. FACILITIES.

- a. Maintenance Facilities (list in square feet).
 - (1) Maintenance Area Requirements. Identify vehicle maintenance area requirements.
 - (a) Number of bays.
 - (b) Number of pits.
 - (c) Aircraft parking (concrete or asphalt).
 - (d) Wash racks.
 - (e) Secure storage (tools, TMDE).
 - (f) Secure storage (repair parts).
 - (2) Signal Maintenance Area Requirements. Identify signal maintenance area requirements.
 - (a) Power.
 - (b) Safety.
 - (c) Secure storage (repair parts).
 - (d) Secure storage (tools, TMDE).
 - (3) Weapons Maintenance Area Requirements. Identify weapons maintenance area requirements.
 - (4) Aviation Maintenance Area Requirements. Identify aviation maintenance area (covered) requirements.
 - (a) Aircraft parking (concrete or asphalt).
 - (b) Secure storage (repair parts).
 - (c) Secure storage (tools, TMDE).
- b. Billeting Facilities.
 - (1) Billet number and size requirements. List the number of billets and required square feet.
 - (a) Officers.
 - (b) Senior enlisted.
 - (c) Enlisted.
 - (d) Females.
 - (2) Tentage. Determine if sufficient tentage is available within the unit to house personnel. If not, specify number and types of tents, climate-controlled systems, if necessary, and date-time group, when required.
 - (3) Showers. Determine the required number of showers.
 - (4) Latrines. Determine the number and location of latrines.
- c. Medical Facilities. Determine the requirement for physical facilities and optometry.
 - (1) Hospital beds.
 - (2) Treatment rooms.
 - (3) Dental treatment rooms.

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

CLASSIFICATION

- (4) Laboratories.
- (5) X-ray rooms.
- (6) Pharmacies.
- (7) Other (specify).
- d. Other Facilities (list by function and square feet).
 - (1) Operations center.
 - (2) Logistics center.
 - (3) Signal center.
 - (4) Reception and palletizing facilities.
 - (5) Dining facility.
 - (6) Dispensary.
 - (7) Isolation facility.
 - (8) Parachute rigging and drying facility.
 - (9) Ammunition storage.
 - (10) Clubs.
 - (11) Gym.
 - (12) Antenna fields.
 - (13) Ranges (list types of weapons requiring ranges).
 - (14) Drop zones.
 - (15) Secure facilities (for storing, receiving, and transmitting classified messages and documents).
 - (16) Other (specify).
- 12. PERSONNEL SERVICES.
 - a. Personnel.
 - (1) Military Occupational Specialty. Identify critical MOSs (include additional skill identifiers and special qualifications identifiers).
 - (2) Personnel Action Dissemination. Determine the routing of the following personnel actions and the classification of those actions:
 - (a) Assignments.
 - (b) Reassignments.
 - (c) Efficiency reports.
 - (d) Awards.
 - (e) Promotions.
 - (f) Reclassifications.
 - (g) Other.
 - (3) Casualty Reporting. Determine the procedures for casualty reporting.
 - (4) Civilian Personnel Requirements. Identify civilian personnel requirements.
 - b. Administrative Services.
 - (1) Reproduction and Word Processing. Determine reproduction and word processing requirements.
 - (2) Equipment Requirements. Determine the requirement for administrative equipment beyond the present equipment. Specify the type and quantity of systems.

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

CLASSIFICATION

- (3) Blank Forms and Publications. Determine the requirement for pre-positioning of blank forms and publications.
- (4) Accident Reporting Procedures. Determine the requirement for accident reporting procedures (DA Form 285) and other related safety reports.
- (5) Postal. Identify postal requirements.
- c. Finance Support. Determine and identify the type of finance support requirements:
 - (1) Type of required currency (procurement, disbursing, accounting, banking, and currency support).
 - (2) Casual payments, check cashing, travel pay processing, and local currency conversion.
 - (3) Commercial vendor services.
- d. Religious Support.
 - (1) Religious Support Requirements. Determine the following religious support requirements:
 - (a) Catholic.
 - (b) Protestant.
 - (c) Jewish.
 - (d) Orthodox.
 - (e) Muslim.
 - (f) Other.
 - (2) Vehicular Support. Determine additional equipment support, including transportation and C2 systems, to accomplish the religious support mission.
- e. Legal. Determine the requirement for SJA support in the following areas:
 - (1) Administrative law.
 - (2) Claims.
 - (3) Defense.
 - (4) Prosecution.
 - (5) International law.
 - (6) Operational law, including rules of engagement.
- f. Public Affairs. Determine the requirement for PAO support.

13. ARMY HEALTH SYSTEM SUPPORT.

- a. Hospitalization (Theater or ASCC).
 - (1) Determine the patient estimate for the number of required hospital beds.
 - (a) Surgical.
 - (b) Medical.
 - (2) Determine the location and accessibility of supporting Echelons III or IV hospitals.
- b. Medical Treatment and Patient Evacuation.
 - (1) Medical Treatment. Echelons III and IV hospitals provide medical treatment. ARSOF must state their specific patient-tracking requirements.
 - (2) Organic Support.
 - (a) Availability of assets.

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

CLASSIFICATION

- (b) Casualty evacuation. This requirement includes using SOAR and Army evacuation assets to extract casualties from hostile and denied territory. It should also include augmentation of SOAR aircraft with medical personnel (physicians, physician assistants, or ARSOF medics), as required.
- (3) Theater or ASCC Support. Use traditional assets to support MEDEVAC only if those assets do not compromise the security of the operation.
 - (a) Ground evacuation assets in sustainment, field, or area-support roles.
 - (b) Air evacuation assets in sustainment, field, or area-support roles.
- (4) Theater Evacuation Policy. A requirement may exist that an exception to the theater evacuation policy is necessary to retain qualified ARSOF personnel within the theater.
- c. Area Medical Support. The ARSOF must identify the location of the medical support organizations and project medical treatment beyond organic capabilities.
- d. Dental Services. Determine dental support requirements and location of support organizations.
- e. Preventive Medicine Services. Determine preventive medicine support requirements beyond organic assets and the location of support organizations.
- f. Veterinary Services. Requirements for veterinary support must be identified and coordinated through the appropriate C2 element.
- g. Combat and Operational Stress Control (COSC). Control of stress is a command's responsibility. The ARSOF must plan for COSC support and identify COSC organizations.
- h. Medical Logistics.
 - (1) Determine requirements for Class VIII supplies by nomenclature, NSN, quantities, and special requirements associated with a particular item, such as refrigeration.
 - (2) Determine schedule of resupplies required.
 - (3) Determine whether resupply will be prepackaged standard line items. Project when line-item ordering will be established and, if feasible, how often, how long, and through what channels.
 - (4) Determine the need for Class VIII supplies peculiar to the AO and whether they are readily available or must be specifically acquired, such as refrigeration, security, and shelf life (for example, antivenins).
 - (5) Determine availability and reliability of HN Class VIII for emergency purposes.
 - (6) Determine need for blood and blood products and associated equipment, if required.
 - (7) Determine coordinating agencies for chemical support.
- i. Medical Laboratory Support. Determine medical laboratory support requirements and support organizations.

14. SIGNAL.

- a. Terminal Equipment and Access. Determine requirements for the following:
 - (1) Supplemental terminal equipment. Specify by type and quantity.
 - (2) Access to HN commercial telephone system. Specify need, such as number of lines.
 - (3) Access to NATO telegraph network.
 - (4) Access to HN military teletype system.
 - (5) Access to automatic secure voice communications (AUTOSEVOCOM).
 - (6) Access to NATO secure voice network.
 - (7) Access to Automatic Digital Network (AUTODIN).

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

CLASSIFICATION

- (8) Identify data communications (DATACOM) requirements for STAMMIS and other data systems. Specify intertheater and intratheater requirements.
- b. Transmit and Receive Sites. Determine the number of transmit and receive sites to be set up and the amount of area necessary.
 - (1) Access to NATO telegraph network.
 - (2) Access to HN military teletype system.
 - (3) Access to AUTOSEVOCOM.
 - (4) Access to NATO secure voice network.
 - (5) Access to AUTODIN.
 - (6) Identify DATACOM requirements for STAMMIS and other data systems. Specify intertheater and intratheater requirements.
- c. Signal Maintenance Support. Determine the requirements for supplemental signal maintenance support.
- d. Frequency Requirements. Determine the number of separate frequencies needed daily.

15. SECURITY.

- a. MP Functions. Determine the requirement for the following MP functions:
 - (1) Access control.
 - (2) Detention (prisoner of war and friendly).
 - (3) Investigations.
 - (4) Traffic control.
 - (5) Physical security.
 - (6) General law enforcement.
 - (7) Convoy security.
 - (8) Special weapons.
 - (9) Other (specify).
- b. Counterintelligence. Determine the requirement for counterintelligence.
- c. Base Defense. Determine the requirement for base defense capabilities.

16. FUNDING AND FINANCIAL MANAGEMENT SUPPORT.

- a. Resource management.
- b. Cost-capturing requirements.
- c. Procurement.
- d. Disbursing.
- e. Accounting.
- f. Banking.
- g. Currency support.

CLASSIFICATION

Figure E-1. Statement of requirement format (continued)

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Appendix F

Health Threat and Medical Intelligence

History provides examples of battles that were lost because troops were immobilized by DNBIs. A critical element of the AHS assessment is a thorough appraisal of the health threat. The assessment includes the health threat to the deploying forces and to the residents in the AO. AHS planners use a systematic process, called the medical intelligence preparation of the battlefield (MIPB), to analyze various enemy, environmental, and health threats in a specific AO. This appendix discusses the health threat, the health threat assessment, and the MIPB. It also provides a sample format for a medical intelligence support appendix to the intelligence annex of an OPLAN.

HEALTH THREAT

F-1. Health threats that account for the vast majority of combat ineffectiveness fall into five broad categories:

- *Environmental Injuries and Conditions.* This category includes heat and cold injuries resulting from inadequate acclimation to the AO, inadequate clothing and equipment for the environmental conditions, dehydration, and exposure to cold and wetness. This category may also include occupational hazards, such as carbon monoxide, toxic industrial chemicals, and noise.
- *Endemic and Epidemic Diseases in the AO.* This category includes diseases of military significance, diarrhea diseases caused by drinking contaminated or impure water (not adequately treated), eating contaminated foods, and not practicing good individual and unit preventive medicine. These diseases may also be the result of disease transmission by arthropod vectors.
- *Diseases and Injuries Caused by Contact With Animals and Plants.* This category includes contact with wild animals, domesticated animals, reptiles, and poisonous or toxic plants.
- *Diseases and Injuries Caused by Physical or Mental Unfitness.* This category includes conditions that may occur from continuous operations, fatigue, inadequate diet, and mental stresses.
- *Diseases and Injuries Resulting From CBRN Exposure.* This category includes exposure to CBRN warfare agents and weapons.

HEALTH THREAT ASSESSMENT

F-2. U.S. Soldiers are at high risk in stability operations, as the incidence and exposure to infectious diseases and environmental hazards are great in man-made or natural disaster areas and in developing nations. The health threat is derived through established intelligence channels and from a variety of informational sources outside the military.

F-3. The ability to obtain, interpret, and use medical intelligence is critical to the success of the AHS mission. Military operations and man-made and natural disasters can cause a resurgence of diseases once thought to be at low epidemiological levels and may also result in environmental contamination. A combination of factors can result in the spread of communicable diseases in epidemic proportions and increased opportunity for exposure to CBRN hazards. These factors are—

- Disruption of sanitation services, such as garbage disposal or sewer systems.
- Contamination of food and water.

- Development of new breeding grounds for rodents and arthropods, such as in rubble or in stagnant pools of water.
- Disruption of industrial operations.
- Dispersion of biological or radiological waste by improper handling or terrorist activity.

MEDICAL INTELLIGENCE PREPARATION OF THE BATTLEFIELD TEMPLATE

F-4. MIPB is a systematic process that aids AHS planners in analyzing various enemy, environmental, and health threats in a specific AO. The MIPB process is the first step in the mission analysis phase of the contingency-planning process. The information derived from conducting a proper MIPB is the cornerstone to developing detailed, effective AHS estimates and plans. Some portions of the template are more or less applicable, depending on the assigned mission. The purpose of MIPB is to—

- Define the battlefield environment.
- Describe the battlefield effects on deployed forces and AHS operations.
- Conduct threat integration (enemy and medical) and information consolidation.

F-5. A broad interpretation may be needed when applying categories to stability operations. Figure F-1, pages F-2 through F-6, describes an MIPB template.

1. **Battlefield Environment.**
 - a. Identify significant characteristics of the environment.
 - (1) Geography. Describe the climate, weather, terrain, and altitude. Include information on possible weather and environmental threats, such as earthquakes, volcanoes, and monsoons.
 - (2) Political and socioeconomic situation. Describe population demographics, such as ethnic groups, religious groups, age distribution, income groups, culture, and language. Also, describe living conditions of the general population, infant mortality rate, anticipated requirements for medical support of the local population, and the refugee or displaced person situation. Describe the role of clans, tribes, gangs, opposition groups, and paramilitary organizations and groups, as well as crime rates and the presence of organized crime.
 - (3) Threat forces and capabilities. Describe enemy ideology, goals, objectives, and missions, as well as the enemy's attitude toward the Geneva Conventions. Describe order of battle (in broad terms) and enemy force structure and weapons systems. Also, describe the enemy's capability to generate friendly casualties and the types of wounds or injuries anticipated. Describe enemy medical doctrine and capabilities. Indicate whether U.S. forces are likely to treat significant numbers of enemy wounded. Describe the overall health status of the enemy, including significant endemic and epidemic diseases present and immunization status. Describe CBRN weapons and agents, delivery systems, doctrine for use, and ability to sustain operations in a CBRN environment. Describe medical logistics structure, including quality, quantity, availability, and types of medical equipment. Also, describe enemy PSYOP and UW capability.
 - (4) Infrastructure. Describe the infrastructure, including transportation systems (land, sea, and air), communications systems (telephone, cellular, digital, mass media, and electronic means), and utilities (water, electricity, and sanitation).

Figure F-1. Medical intelligence preparation of the battlefield template

- (5) Medical infrastructure. Include the location and availability of medical facilities. Indicate the quality and types of medical facilities, including names and contact information for practitioners and health administrators. Describe the capabilities of medical facilities (size, patient capacity, and types of specialties) and the education and training levels of health services professionals and ancillary support personnel. Indicate whether enemy forces will use or have access to the civilian medical system and whether the medical facilities are approved facilities for use by U.S., allied, or coalition forces. Indicate the quality and availability of medical supplies, pharmaceuticals, blood, and blood products. Describe evacuation capability, services, and availability, and include names and contact information. Identify location of helipads, railheads, airheads, seaports, medical waste incinerators, disposal areas, and availability of contract support.
- (6) Health threat. Describe endemic and epidemic diseases, as well as environmental injuries and conditions. Identify diseases and injuries from wild animals, domesticated animals, reptiles, and poisonous or toxic plants. Also, identify diseases and injuries from physical or mental unfitness and from exposure to CBRN agents.
- (7) NGOs operating in the AO. Include such organizations as the International Committee of the Red Cross or Doctors Without Borders.
- b. Identify the limits of the command AO. The command AO is the geographic area where the commander is assigned the responsibility and authority to conduct military operations.
 - (1) Identify the geographic AOR. Include the macro view or the micro view, depending on the level of command and the size of the geographic area.
 - (2) Identify the total population at risk. Include all U.S., allied, coalition, or HN forces; local civilian population; refugees and displaced persons; employees and contractors of the USG; and NGO personnel. Determine individuals or groups eligible for health care provided by U.S. Army HSS assets.
 - (3) Identify all supported U.S. units. Include sister Services and elements from USG agencies and contractors.
 - (4) Identify all supported allied, coalition, HN, or other multinational units or elements. Discuss unit troop strengths, locations, and missions. Identify organic medical resources and capabilities. Also, identify multinational medical assets approved for use by U.S. personnel. Identify unique medical support requirements, such as endemic diseases, in allied and coalition forces that are not present in the deployment AO. Also, identify the current level of health and dental fitness among the supported populations.
- c. Establish limits of the area of interest (AOI). The AOI is a geographic area from which information is required to facilitate planning. The AOI usually falls outside the AO and may or may not be applicable to a particular operation. The AOI is of concern when portions of the overall HSS plan fall outside the AO.
 - (1) Organizations and elements outside the AO that provide HSS. For example, CONUS support base hospitals, AHS support (Defense Logistics Agency or U.S. Army Medical Materiel Agency), and global patient regulating support (Global Patient Movement Requirements Center).
 - (2) Location and time-distance factors for HSS resources to augment, reinforce, or reconstitute HSS units or personnel within the AO. Include information on units or elements in the CONUS support base or adjacent theaters.
 - (3) Coordination and synchronization with C2 assets outside the AO.
 - (4) Follow-on operations or operations being conducted simultaneously outside the AO.
- d. Identify the level of detail required and the time available to conduct MIPB.

Figure F-1. Medical intelligence preparation of the battlefield template (continued)

- e. Evaluate existing information and intelligence of medical significance and identify intelligence gaps. Sources include the Armed Forces Medical Intelligence Center, Defense Intelligence Agency, country studies, intelligence officers, operations and training officers, and military intelligence units. Other sources include the Central Intelligence Agency, tourist maps and brochures, preventive medicine resources, World Health Organization, Pan American Health Organization, DOS, the Internet, and libraries.
- f. Identify and submit collection requirements to support intelligence staff sections, elements, and units.
- g. Collect required information to fill gaps.

Note. Should HSS personnel gain information of potential medical intelligence value while in the performance of their duty, they are required to report it to their supporting intelligence element.

2. **Battlefield Effects.** The purpose of this phase of the MIPB process is to analyze and integrate various factors of the battlefield environment. Detailed analysis of these factors, to determine the military significant effects, results in medical intelligence upon which the commander can make informed decisions. The emphasis is on the effects on friendly forces, as well as friendly and enemy actions.
 - a. Geography.
 - (1) Climate and weather effects on operations. Include the effects of extreme heat, cold, and humidity. Also, include the effects of predominant weather patterns, heavy rains or snow, and phases of the moon. Describe climatic effects on medical supplies and equipment and the effects of enemy chemical and biological agents on the weather.
 - (2) Terrain analysis. Determine effects of terrain on friendly and enemy maneuver capability and ability to sustain health care. Identify effects on timely medical evacuation, natural lines of patient drift, and MTF site-selection factors.
 - (3) Altitude effects. Identify effects of high-altitude operations on force capability and rotary-wing evacuation assets. Identify standard medical treatment protocols.
 - b. Political and socioeconomic situation.
 - (1) Population demographics. Include the effect on the delivery of HSS to supported forces and on the HSS system, if required to support the local populace or NGOs. Identify the political effects of providing or not providing care to the HN populace, NGOs, refugees, and displaced persons. Identify the effects of cultural, religious, or language barriers.
 - (2) Condition of the general population (or supported population). Include an analysis of the health of the general population and its impact on deployed forces. Identify the infant mortality rate, which is an indicator of the overall health of the population and the state of advancement of the medical system.
 - (3) Effects of clans, tribes, gangs, opposition groups, or paramilitary organizations or groups and organized crime on the ability to provide HSS to deployed forces and other eligible beneficiaries.
 - (4) Additional requirements of refugees, displaced persons, and EPWs on the HSS system. These requirements are particularly important in preventive medicine, as camps require sanitation, pest management, and potable water support. Other requirements include provision of sick-call services, outpatient treatment, hospitalization, evacuation, and medical logistics support (such as sorting, repackaging, inventorying, and disseminating donated medical supplies and equipment).
 - c. Threat forces capabilities and effects.

Figure F-1. Medical intelligence preparation of the battlefield template (continued)

- (1) Effects of enemy ideology, goals, and missions. Analyze the enemy's will to fight, his military objectives, and his compliance with the Geneva Conventions. Also, analyze the types of enemy forces (paramilitary, conventional, or SO); philosophy concerning collateral damage, civilian casualties, and disruption of utilities (sewage, waste disposal, sanitation, water, electricity, and gas); and creation of refugees or displaced persons.
- (2) Order of battle. Identify the effects of enemy doctrine on deployed forces, including medical personnel and units. Identify friendly units, elements, and organizations most likely to sustain heavy casualties.
- (3) Enemy force structure and weapons systems. Analyze the accuracy and range of enemy weapons systems, the size and composition of the enemy force, and the types of friendly wounds generated by enemy weapons systems (such as piercing, concussion, blunt trauma, or burns).
- (4) Enemy medical doctrine and capabilities. Analyze enemy medical doctrine and capabilities. Analyze priority and availability of medical care and medical evacuation. Identify the infrastructure and training to accomplish the medical mission. Determine the potential for the enemy to treat its own casualties or to leave them for the care of friendly forces.
- (5) Effects of enemy weapons of mass destruction. Analyze enemy WMD capabilities, the effects of enemy CBRN use on friendly forces, and the likelihood of the enemy use of WMD. Determine whether the enemy can continue the mission in a CBRN environment and if enemy delivery systems are accurate, reliable, and effective.
- (6) Effects of PSYOP and UW. Analyze the probable impact of PSYOP on friendly forces. Also, analyze UW capabilities and the probability of UW forces targeting friendly rear area and HSS assets and resources. Identify the effect of UW on the delivery of health care.

d. Infrastructure.

- (1) Transportation systems. Identify the effect of available transportation systems on timely patient evacuation, medical logistics supply and resupply operations, and enemy casualty evacuation. Also, identify the likely avenues of approach, effect of the transportation system on mobility and military operations, effect of military operations on the transportation system, and impact of transportation networks on enemy and friendly COAs.
- (2) Communication systems architecture.
- (3) Utilities (water, electricity, and sanitation). Analyze water quality (potability) and distribution system. Identify the reliability of electrical power generation and the effectiveness and efficiency of sanitation systems. Determine the effects of enemy and friendly military actions on the utilities infrastructure and the impact of a disruption of utilities on the health of the general population and deployed forces.

e. Medical infrastructure.

- (1) Indigenous medical facilities.
- (2) Local sources of medical supplies. Analyze quantity, quality, and availability of local medical supplies and equipment. Analyze the availability of blood and blood products. Also, determine the availability of supplies for use by the local populace, refugees, EPWs, and displaced persons. Determine the availability of supplies approved for use by U.S. forces. Analyze local medical supply production facilities, the impact of military operations on the local medical supply infrastructure, and the availability and quality of medicinal gases.

Figure F-1. Medical intelligence preparation of the battlefield template (continued)

- (3) Medical evacuation services. Analyze local medical evacuation services and capabilities, coordination and synchronization of local evacuation services and resources to redirect civilian patients, availability and quality of local MTFs, and impact of military operations on local evacuation services.
- (4) Effects of disease and other environmental threats. Identify disease and environmental threats that affect friendly forces and the delivery of HSS. Also, identify preventive measures required to counter the health threat and the impact of disease and environmental threats on enemy actions. Identify additional disease and environmental hazards created or aggravated by military operations.

f. Analysis of services provided by NGOs.

3. **Threat Integration and Information Consolidation.** The objective of threat integration is to determine the effects of essential elements of friendly information (EEFI) on the health of the command, the employment of HSS resources, and enemy and friendly COAs. Overlays, spreadsheets, matrixes, and databases are useful formats for managing information and medical intelligence.

- a. Threat integration can be broken down into two major categories. The threat in each category relates only to the health of the command or HSS issues. Similarly, the type of threat can vary greatly with the type of mission or operation (offense, defense, stability, and civil support operations). These categories are—
 - (1) Friendly and enemy COA. Include friendly COAs best supported from an HSS standpoint; friendly HSS COAs that best support the mission; and probable enemy COAs that could affect friendly HSS units, resources, and services.
 - (2) Geographic-related threat issues. Include climatic and weather-related threats and their impact on the need for and delivery of HSS and terrain-related issues (best depicted by creating a modified combined-obstacles overlay).
- b. Additional elements of medical information and intelligence can be consolidated into formats that are user-friendly and are available for future planning or other possible contingencies. Databases are particularly useful for managing general information.

Figure F-1. Medical intelligence preparation of the battlefield template (continued)

MEDICAL INTELLIGENCE SUPPORT APPENDIX TO AN INTELLIGENCE ANNEX

F-6. AHS planners develop a medical intelligence support appendix (Figure F-2, pages F-6 and F-7) to the intelligence annex of an OPLAN to facilitate the collection and dissemination of medical information and intelligence and to assure the commander that medical-specific EEFI are addressed. The example shown in Figure F-2 is for a CJCS OPLAN. When developing OPLANS/OPORDs at the ASCC level and below, the medical intelligence appendix will be placed under Annex I (Service and Support) in numerical order for ease of use by personnel. Not all OPLANS/OPORDs will require this appendix.

CLASSIFICATION

- () APPENDIX XX TO ANNEX I TO OPERATIONS ORDER XXXX
- () MEDICAL INTELLIGENCE SUPPORT
- () REFERENCES: SEE ANNEX B, CJCS OPLAN 0400-01

1. () **GENERAL.** Provide general information on the medical intelligence support to the OPLAN.

a. () **Purpose.** Focus on the detailed medical intelligence needed to plan and execute military operations across the full spectrum of operations. Medical intelligence identifies environmental and disease threats to U.S. forces and the civilian and military health care capability, infrastructure, and installations of military significance.

CLASSIFICATION

Figure F-2. Medical intelligence support appendix format

CLASSIFICATION

- b. () **Relationships.** Specify relationships between the intelligence staff and the AHS, operations, CA, and SO staffs to ensure effective coordination of requirements, priorities, and intelligence.
- 2. () **MISSION.** Ensure effective coordination between the intelligence staff and the AHS, operations, CA, and SO staffs as a minimum for the use and application of medical intelligence.
- 3. () **MEDICAL INTELLIGENCE ESTIMATES.** Provide, develop, or obtain estimates on the following:
 - a. () **Diseases of Operational Importance in the AO.** Identify disease risks likely to affect U.S. military personnel in the potential AO. Identify variations in the disease situation associated with geography and climate that can be expected throughout the projected deployment period. Identify the disease situation of the population or subpopulations in the potential AO that might influence AHS and CA planning. Identify the naturally occurring infectious diseases within the area that could mask or confine detection or identification of WMD use (biological warfare and chemical warfare agents).
 - b. () **Environmental Health Factors of Operational Importance.** Identify the environmental characteristics in the AO that could have an impact on the health of U.S. military personnel. Identify the status of public infrastructures, such as piped-water supply, surface-water supply, water-treatment systems, and sewage-treatment systems that could influence the health and well-being of U.S. forces and indigenous populations. Identify the major sources of industrial and agricultural populations. Identify poisonous plants and animals that could be hazardous to U.S. military personnel in a field environment. Identify other environmental factors as they pertain to the health, welfare, and the specific type of mission of U.S. forces, such as toxic waste dump sites and toxic industrial chemical sources.
 - c. () **Civilian Health Care Infrastructure.** Identify the status of the health care infrastructure in the AO. Identify the location, operational status, and capabilities of major MTFs and other health care-related installations or services. For example, identify clinics, private practices, laboratories, and mental health facilities, as well as the availability of medical evacuation and transport platforms and services and the availability of medical equipment and medical equipment repair and maintenance. Identify the capabilities and status of health care personnel categories and their relative ability to sustain AHS operations during a national crisis or war. Identify the major pharmaceutical and medical equipment manufacturing plants and their operational capabilities or status. Characterize the system for the supply of blood and blood products. Characterize the blood supply situation, such as availability, collection, and testing.
 - d. () **Military Health Care Infrastructure.** Identify the location, capabilities, and operational status of the military AHS infrastructure. Identify the major military MTFs, blood banks, research laboratories, and medical supply and logistics depots. Characterize the medical evacuation system, methodology, and vulnerabilities associated with the system. Identify the casualty mix experienced by enemy forces. Identify and characterize the blood banking and blood supply system. Identify the medical logistics or resupply system. Characterize the ability of the local forces to sustain themselves medically throughout the full spectrum of operations. Identify the capability for medical defense and treatment of local forces and the anticipated compliance with the provisions of the Geneva Conventions by hostile forces.
- 4. () **FEEDBACK.** Provide feedback and intelligence reporting on medical EEFI using normal intelligence information and reporting procedures as set forth in Annex B.

CLASSIFICATION

Figure F-2. Medical intelligence support appendix format (continued)

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Appendix G

Considerations in Planning Medical Evacuations

ARSOF do not have an organic MEDEVAC system. They are dependent upon the Army MEDEVAC system for this support. ARSOF do have an organic capability to effect CASEVAC using ARSOF airframes (those used for infiltration and extraction of ARSOF personnel). During CASEVAC, the casualty may not receive en route medical care unless specific planning and coordination occur to staff the airframe with medically trained personnel before executing CASEVAC operations. Information on the U.S. Army MEDEVAC system is provided in FM 4-02.2, *Medical Evacuation*; FM 8-10-6, *Medical Evacuation in a Theater of Operations Tactics, Techniques, and Procedures*; and JP 4-02.

MEDICAL EVACUATION PLANNING FACTORS

G-1. Planning effective MEDEVAC for ARSOF requires an understanding of ARSOF missions and units. Planning for ARSOF MEDEVAC may differ from standard AHS planning in the following areas:

- Inability to assign dedicated MEDEVAC platforms to all the teams and small units that are often widely dispersed throughout the AO or that are in hostile or denied territory.
- Lack of USAF-approved airfields in many locations in which ARSOF must operate.
- Security requirements of some missions.
- Accountability of sensitive equipment carried by some ARSOF Soldiers. If the ARSOF Soldier is ambulatory, he retains responsibility for any sensitive equipment he has in his possession. If he is unconscious, the equipment is turned over to a team member accompanying the patient. However, if another team member does not accompany the patient, the equipment must be secured until it can be transferred back to the parent unit.
- Individually tailored evacuation plans are required to support numerous small teams deployed to separate locations.

G-2. Although ARSOF have no dedicated assets for MEDEVAC, ARSOF AHS planners must be able to plan and coordinate an efficient chain of CASEVAC from isolated locations anywhere in the world. This evacuation chain requires identification of all specific military assets to complete the mission. AHS planners must then coordinate POCs and every link of the evacuation down to the SOF user level. If required, coordination should include the POC for medical regulating. Once the ARSOF Soldier enters the conventional AHS, medical regulating officers assigned to the medical group or brigade provide medical regulating support. ARSOF AHS planners and ARSOF surgeons must rapidly tailor a CASEVAC plan for ARSOF missions or operations. If ARSOF are assigned to a JSOTF, an ARSOF surgeon, if designated as the JSOTF surgeon, plans for MEDEVAC of the joint forces. ARSOF AHS planners should plan for MEDEVAC in two distinct phases: intratheater and intertheater.

INTRATHEATER EVACUATION

G-3. Within the theater, ARSOF casualties are often evacuated on the aircraft responsible for extracting the other members of the team. Prolonged exfiltration routes in blacked-out aircraft over hostile or denied territory make in-flight patient care delivery difficult. These extraction aircraft must be able to effect rapid communications with the appropriate medical units upon entry into airspace under U.S., allied, or coalition control.

G-4. Coordination for dedicated MEDEVAC platforms must occur to meet the incoming aircraft to evacuate the patient to the appropriate echelon of care. The ARSOF team should retain sensitive equipment and documents in the patient's possession. The team should not transfer these items to the evacuation platform. Because of the classified nature of many ARSOF missions, segregation of the ARSOF patient from other conventional patients may be necessary to protect classified mission parameters from compromise.

INTERTHEATER EVACUATION

G-5. Once the patient enters the conventional AHS, the ARSOF surgeon continues to track ARSOF Soldiers being evacuated out of theater to keep the ARSOF chain of command informed and to ensure that security concerns are addressed. The Joint Patient Tracking Application (JPTA) is a web-based patient tracking and management tool that collects and reports data on patients arriving at medical treatment facilities from forward-deployed locations. The JPTA provides information about the transportation, treatment, and disposition of OEF and OIF patients. The referenced Web site is at the following link: <https://fhp.osd.mil/registration.jsp>. Additionally, the USSOCOM Care Coalition liaison officers are available for real-time online viewing by accessing the secure USSOCOM Web site at the following link: <https://sofnet.socom.smil.mil/sites/socscfc/default.aspx>. This particular Web site requires a request for access and an access code.

G-6. ARSOF AHS planners must continuously apprise the situation to ensure that plans remain sufficiently flexible to provide the necessary support when it is required. They must also maintain active liaison with the conventional AHS units that will provide the support once the ARSOF patient is extracted from the AO. Planners should—

- Determine the airfield to which ARSOF patients will be evacuated.
- Determine if any medical equipment and supplies are required to sustain the ARSOF patient while in-flight.
- Coordinate for the augmentation of medically trained personnel to be aboard the airframe when the ARSOF patient is picked up. This asset may come from organic ARSOF personnel because of the classified parameters of the mission.
- Coordinate for dedicated MEDEVAC support to be present at the destination airfield. ARSOF patients extracted from hostile or denied territory are normally taken to an MTF for evaluation and stabilization before further evacuation. ARSOF patients are not normally evacuated directly to a mobile aeromedical staging facility, as these facilities are not staffed or equipped to provide stabilizing medical care.

EVACUATION FROM HOSTILE OR DENIED TERRITORY

G-7. ARSOF planners and SFODA commanders must develop tentative plans for the evacuation of ARSOF patients from hostile or denied territory, when feasible. Planners must consider all options that will not compromise the security of the operation. Conventional MEDEVAC platforms cannot normally provide support while ARSOF teams are deployed.

G-8. ARSOF planners should consider the following factors:

- Classified nature of the mission and the probable outcome if compromised.
- Availability of opportune vehicles and aircraft, such as resupply platforms.
- Availability of HN transportation resources, such as pack animals or civilian transportation assets.
- Infiltration and exfiltration routes.
- Requirements for special medical equipment and supplies.
- Availability of HN medical care facilities, equipment, and supplies to stabilize the patient for an arduous ground evacuation.
- Probable weather in the AO. Reduced visibility may enhance the chance of successfully exfiltrating the patient, or inclement weather such as snow or extremely cold temperatures may impose special requirements for sustaining the patient until he can be evacuated.
- Landing area requirements and the maximum time the airframe can loiter while awaiting pickup of the patient.

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

1SG	first sergeant
A	airborne
ACofs	Assistant Chief of Staff
ACSA	acquisition and cross-servicing agreement
A/DACG	arrival/departure airfield control group
AFSB	Army field support brigade
AHS	Army health system
ALE	Army special operations forces liaison element
ALOC	air line of communications
ALSS	aviation life support system
AMEDD	Army Medical Department
AMSS	Army Materiel Status System
AO	area of operations
AOB	advanced operational base
AOC	area of concentration
AOI	area of interest
AOR	area of responsibility
AP	adaptive planning
APEX	adaptive planning and execution
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APS	Army pre-positioned stocks
AR	Army regulation
ARFOR	Army forces
ARNG	Army National Guard
ARSOF	Army special operations forces
ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics, and Technology
ASCC	Army Service component command
ASL	authorized stockage list
ASO	advanced special operations
ASPO	Army special operations forces support operations
ATHP	ammunition transfer holding point
ATLS	advance trauma life support
AUTODIN	Automatic Digital Network
AUTOSEVOCOM	automatic secure voice communications
BCS3	battle command sustainment support system

BCT	brigade combat team
BDAR	battle damage assessment and repair
BDOC	base defense operations center
BOS	base operating support
BSB	brigade support battalion
BSC	battalion support company
C2	command and control
CA	Civil Affairs
CAC	common access card
CAISI	Combat-Service-Support Automated Information Systems Interface
CAO	Civil Affairs operations
CAP	crisis action planning
CAS	close air support
CASEVAC	casualty evacuation
CBRN	chemical, biological, radiological, and nuclear
CCDR	combatant commander
CCIR	commander's critical information requirement
CDS	container delivery system
CERP	Commander's Emergency Response Program
CFSOCC	Combined Forces Special Operations Component Command
CIM	civil information management
CJCS	Chairman of the Joint Chiefs of Staff
CJSOTF	combined joint special operations task force
C-MNS	Combat-Mission Needs Statement
CMO	civil-military operations
COA	course of action
Comm	commercial
COMSEC	communications security
CONOPS	concept of operations
CONPLAN	concept plan
CONUS	continental United States
COR	contracting officer representative
COSC	combat and operational stress control
CP	command post
CSB	contracting support brigade
CSM	command sergeant major
CSSAMO	Combat Service Support Automation Management Office
CSSB	combat sustainment support battalion
CT	counterterrorism
CTA	common table of allowance
CTD	combat tracking detachment

CUL	common-user logistics
DA	Department of the Army
DATACOM	data communications
DCMA	Defense Contract Management Agency
DCS	deputy chief of staff
DENTCAP	dental civic action program
DNBI	disease and nonbattle injury
DOD	Department of Defense
DODAAC	Department of Defense activity address code
DOS	Department of State
DRMS	Defense Reutilization and Marketing Services
DRT	decontamination and reconnaissance team
DRU	direct reporting unit
DS	direct support
DSN	Defense Switched Network
DSOR	deployment statement of requirement
EAB	echelons above brigade
ECOP	equipment common operational picture
EEFI	essential elements of friendly information
EOC	emergency operations center
EOD	explosive ordnance disposal
EPW	enemy prisoner of war
ESC	Expeditionary Sustainment Command
ESD	Equipment Sourcing Document
FARP	forward arming and refueling point
FAWPSS	Forward Area Water Point Supply System
FBCB2	Force XXI battle command—brigade and below
FHA	foreign humanitarian assistance
FHP	force health protection
FID	foreign internal defense
FM	field manual
FMI	field manual-interim
FNS	foreign nation support
FOB	forward operating base
FSC	forward support company
FSP	forward support package
FST	forward surgical team
G-2	Deputy Chief of Staff for Intelligence
G-3	Deputy Chief of Staff for Operations and Plans
G-4	Deputy Chief of Staff for Logistics

G-6	Deputy Chief of Staff for Command, Control, Communications, and Computer Operations
G-7	information operations staff officer
G-8	Deputy Chief of Staff for Resource Management
GCC	geographic combatant commander
GPF	general purpose forces
gph	gallons per hour
GS	general support
GSB	group support battalion
GSC	group support company
GSSC	group service support company
HCA	humanitarian and civic assistance
HHC	headquarters and headquarters company
HHD	headquarters and headquarters detachment
HN	host nation
HNS	host-nation support
HQ	headquarters
HQDA	Headquarters, Department of the Army
HR	human resources
HSC	headquarters and support company
HSL	health service logistics
HSOC	home station operations center
HSS	health service support
IAW	in accordance with
ICW	in coordination with
IDSE	installation deployment support element
INSCOM	United States Army Intelligence and Security Command
IPB	intelligence preparation of the battlefield
ISB	intermediate staging base
ITV	in-transit visibility
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-6	command, control, communications, and computer systems directorate of a joint staff
J-8	force structure, resource, and assessment directorate of a joint staff
JAG	Judge Advocate General
JCS	Joint Chiefs of Staff
JFC	joint force commander
JFSOCC	joint force special operations component commander
JOA	joint operations area
JOPES	Joint Operation Planning and Execution System

JOS	joint operational stocks
JP	joint publication
JPOTF	joint psychological operations task force
JPTA	Joint Patient Tracking Application
JSOA	joint special operations area
JSOTF	joint special operations task force
JTF	joint task force
LAMO	logistics automation management office
LAN	local area network
LCOP	logistical common operating picture
LOC	line of communications
LOGCAP	logistics civilian augmentation program
LOGOPS	logistics operations
LOGPAC	logistics package
LOGSITREP	logistics situation report
LRRP	long-range reconnaissance patrol
MA	mortuary affairs
MAC	Military Airlift Command
MACP	mortuary affairs collection point
MC4	Medical Communications for Combat Casualty Care
MCDM	medical chemical defense materiel
MCS	maintenance control section
MDMP	military decisionmaking process
MEDCAP	medical civic action program
MEDEVAC	medical evacuation
MEDLOG	medical logistics
MES	medical equipment set
METL	mission-essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MHE	materials handling equipment
MID	military intelligence detachment
MIPB	medical intelligence preparation of the battlefield
MLE	military liaison element
MNC-I	Multinational Corps–Iraq
MOA	memorandum of agreement
MOS	military occupational specialty
MP	military police
MRE	meal, ready to eat
MST	maintenance support team
MTF	medical treatment facility

MTOE	modified table of organization and equipment
MTS	Movement Tracking System
MWD	military working dog
MWR	morale, welfare, and recreation
NA	nation assistance
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NEO	noncombatant evacuation operation
NGO	nongovernmental organization
NMC	non-mission-capable
NSN	National Stock Number
O&M	operation and maintenance
OCIE	organizational clothing and individual equipment
OCONUS	outside the continental United States
OEF	Operation ENDURING FREEDOM
OEG	operational exposure guide
OEH	occupational and environmental health
OGA	other government agency
OHDACA	Overseas Humanitarian, Disaster, and Civic Aid
OIF	Operation IRAQI FREEDOM
ONS	Operational Needs Statement
OPCEN	operations center
OPCON	operational control
OPE	operational preparation of the environment
OPLAN	operation plan
OPORD	operation order
OPS	operational project stock
OPSEC	operations security
OTSG	Office of the Surgeon General
PAO	public affairs office
PARC	principal assistant responsible for contracting
PBO	property book officer
PBUSE	Property Book Unit Supply Enhanced
PDC	Psychological Operations development company
PLL	prescribed load list
POB	Psychological Operations battalion
POC	point of contact
POG	Psychological Operations group
POL	petroleum, oils, and lubricants
PRC	populace and resources control

PSDR	Personnel Services Delivery Redesign
PSYOP	Psychological Operations
PVNTMED	preventive medicine
PWRMS	pre-positioned war reserve materiel stock
R&S	reconnaissance and surveillance
RSC	Ranger Support Company
RSD	regional support detachment
RSOD	Ranger Support Operations Detachment
RSOI	reception, staging, onward movement, and integration
RSTB	Ranger Special Troops Battalion
S-1	personnel officer
S-2	intelligence officer
S-3	operations and training officer
S-4	logistics officer
S-6	command, control, communications, and computer systems directorate officer
SACEUR	Supreme Allied Commander, Europe
SAMS	Standard Army Maintenance System
SAMS-E	Standard Army Maintenance System—Enhanced
SARSS	Standard Army Retail Supply System
SB(SO)(A)	Sustainment Brigade (Special Operations) (Airborne)
SCA	support to civil administration
SecDef	Secretary of Defense
SF	Special Forces
SFG	Special Forces group
SFOD	Special Forces operational detachment
SFODA	Special Forces operational detachment A
SFODB	Special Forces operational detachment B
SIGCEN	signal center
SIMLM	single integrated medical logistics management
SJA	Staff Judge Advocate
SKO	sets, kits, and outfits
SLCR	shower, laundry, and clothing restoration
SO	special operations
SOA	special operations aviation
SOAL	special operations acquisition and logistics
SOAR	special operations aviation regiment
SOCCENT	Special Operations Component, United States Central Command
SOCEUR	Special Operations Component, United States European Command
SOCM	special operations combat medic
SOCSSOUTH	Special Operations Component, United States Southern Command
SOF	special operations forces

SOFLAR	Special Operations Forces Logistics Assistance Representative
SOFSA	special operations forces support activity
SOP	standing operating procedure
SOR	statement of requirement
SOTF	special operations task force
SPO	support operations
SPTCEN	support center
SSA	supply support activity
SSAVIE	Special Operations Forces Sustainment, Asset Visibility, and Information Exchange
SSSC	self-service supply center
STAMIS	Standard Army Management Information Systems
STAMMIS	standard Army multi-command management information system
STC	Special Troop Company
STU	secure telephone unit
SYSCON	systems control
TAV	total asset visibility
TC-AIMS II	Transportation Coordinator's Automated Information for Movements System II
TD	theater distribution
TDA	Table of Distribution and Allowance
TLO	theater logistics overview
TMDE	test, measurement, and diagnostic equipment
TO	theater of operations
TOE	table of organization and equipment
TPB	tactical Psychological Operations battalion
TPC	tactical Psychological Operations company
TPD	tactical Psychological Operations detachment
TPFDD	time-phased force and deployment data
TSC	Theater Sustainment Command
TSCP	theater security cooperation plan
TSOC	theater special operations command
TTP	tactics, techniques, and procedures
TUAS	tactical unmanned aircraft system
UAS	unmanned aircraft system
UBL	unit basic load
UFR	unfinanced requirement
UGR	Unitized Group Ration
ULLS-A (E)	Unit Level Logistics System—Aviation (Enhanced)
ULLS-G	Unit Level Logistics System—Ground
UMT	unit ministry team

URC	United States Army Special Operations Command Redistribution Center
U.S.	United States
USACHPPM	United States Army Center for Health Promotion and Preventive Medicine
USAF	United States Air Force
USAFRICOM	United States Africa Command
USAID	United States Agency for International Development
USAJFKSWCS	United States Army John F. Kennedy Special Warfare Center and School
USAMC	United States Army Materiel Command
USAMMA	United States Army Medical Materiel Agency
USAR	United States Army Reserve
USARCENT	United States Army, Central Command
USARPAC	United States Army, Pacific Command
USARSO	United States Army, Southern Command
USASFC	United States Army Special Forces Command
USASOC	United States Army Special Operations Command
USC	United States Code
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USG	United States Government
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USTRANSCOM	United States Transportation Command
UW	unconventional warfare
VSAT	very small aperture terminal
VTC	video teleconferencing
WMD	weapons of mass destruction
WOT	War on Terrorism
WRSS	war reserve sustainment stocks
XO	executive officer

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